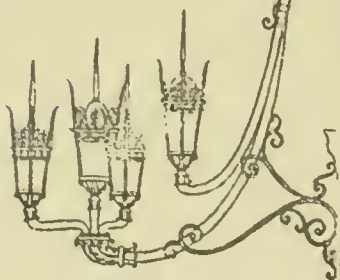


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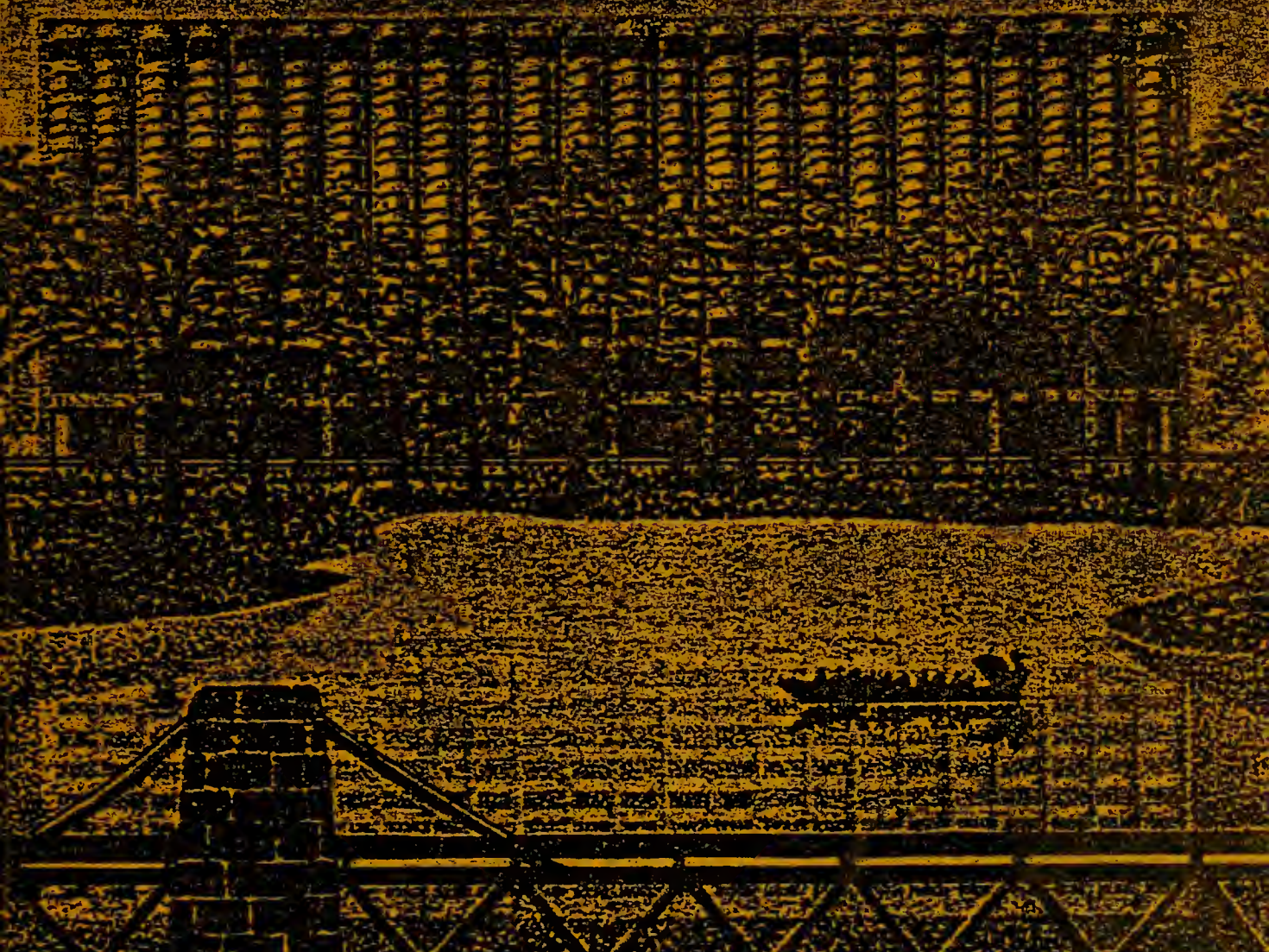








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# BOSTON HOTEL AT THE GARDEN

BOSTON PLAZA HOTEL ASSOCIATES





# **SUBMISSION LETTER AND SUMMARY OF PROPOSAL**

**1**



BOSTON PLAZA HOTEL ASSOCIATES  
C/O GEORGE B.H. MACOMBER COMPANY  
89 BRIGHTON AVENUE  
BOSTON, MASSACHUSETTS 02134

June 30, 1978

Robert F. Walsh, Director  
Boston Redevelopment Authority  
Room 925, City Hall  
One City Hall Square  
Boston, Massachusetts 02201

Re: Park Plaza Urban Renewal Project: Hadassah/Charles  
Subparcel of Parcel 1

Dear Mr. Walsh:

Boston Park Plaza Associates (BPHA) is pleased to submit to the Boston Redevelopment Authority (BRA) this proposal to build a 393-room luxury hotel on the Hadassah/Charles Subparcel of Parcel 1 of the Park Plaza Urban Renewal Project. The proposal consists of this letter of interest and the following accompanying material:

1. the development brochure entitled "Boston Hotel at the Garden", including:
  - description of the project;
  - project drawings and plans;
  - a statement of the development proposal together with estimates of project costs and the financing program;
  - identification of the members of the development team;
  - description of the architects' and contractor's qualifications; and
  - completed HUD form H-6604;
2. a massing model of the site and immediate surroundings; and
3. a certified check in the amount of One Thousand Dollars (\$1,000).

continued ...



Robert F. Walsh, Director  
Page two  
June 30, 1978

It is understood that the one thousand dollars is to be retained by the Authority as a negotiation fee but that it will be refunded to BPHA (1) upon written notice to you that BPHA is no longer interested in the development project described in this brochure at any time up until ten (10) days after such date as BPHA receives notice from you that the deposit is no longer refundable or (2) at such time as the Authority has accepted a Letter of Intent and a Five Thousand Dollars (\$5,000) deposit from BPHA or another developer for the Hadassah/Charles Subparcel. It is understood that the Authority is under no obligation to earn interest on the deposit but that any interest actually earned will be paid to BPHA.

The development group has demonstrated its capability to arrange and complete the financing of the project. All of the equity funds required will be provided by the partners of the limited partnership. The George B.H. Macomber Company has proposed carefully estimated construction costs and has agreed to construct the hotel for a maximum price that insures the financial feasibility of the project. On the basis of the availability of equity funds, the construction costs proposed by the George B.H. Macomber Company and the pro-forma projections prepared with the assistance of Lex Hotels, the project has received a strong indication of interest from The Equitable Life Assurance Society of the United States to provide construction and permanent mortgage financing. Lex Service Group Limited, the English parent company of Lex Hotels, will provide subordinated loans for working capital and to cover possible initial operating losses.

The members of the development team, as more fully described in the brochure, include: George Macomber, the general partner of Boston Plaza Hotel Associates, a limited partnership; Lex Hotels; John Carl Warnecke/Desmond & Lord, cooperating architects of the project; and George B.H. Macomber Company, the general contractor. All have considerable experience in developing, building or operating hotels. Many of the participants involved either have lived most of their lives in Boston or are intimately conversant with the problems and issues of hotel development and construction in Boston. All are committed to the success of the project.

continued ...

Robert F. Walsh, Director  
Page three  
June 30, 1978

The architects John Carl Warnecke/Desmond & Lord have conceived an exciting low-rise design which integrates the massing of the project to the specific urban environment - the Public Garden on the one side and the new Public Plaza on the other. The design successfully relates the new hotel to the street activity of the city and the architecture of the Back Bay.

The operator of the hotel will be Lex Hotels, an international company that operates three hotels in London and four in the United States. Among the hotels managed by Lex are the world-famous Carlton Tower in London and the renowned Royal Orleans in New Orleans. The company's approach in all of its hotels, including the proposed Boston hotel, is to provide a high level of personalized service that differentiates each Lex hotel from the mass-market hotels and chains. It has succeeded in endowing each hotel with a local identity of its own. Lex is eager to participate in the development of this hotel as the operator and has underscored its confidence in the project by agreeing to provide essential funds for the financing of the project.

The George B.H. Macomber Company will be the general contractor and construction manager for the project. The outline scope of its construction contract has been established in conjunction with the drawings and analyses of John C. Warnecke/Desmond & Lord.

If selected and designated as tentative developer, BPHA agrees to submit within six (6) months of such designation a letter of intent to proceed with the development and Design Development Drawings and Outline Specifications as required by the Park Plaza Urban Renewal Project Developer's Kit.

This proposal is subject to (1) the timely completion by the Authority and the City of the public elements of the Park Plaza Urban Renewal Project including construction and relocation of public streets, and construction of public utilities and the public plaza, (2) assurance of the timely completion of the State Office Building, (3) the timely execution of a so-called "121A agreement" and (4) completion of all other undertakings by the Authority, the City and the State in order that construction of the project may commence by the Spring of 1979.

continued ...

Robert F. Walsh, Director  
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June 30, 1978

Following is a Summary of Proposal that outlines the major elements of the project. More detailed information and supporting documentation are included in this brochure.

BPHA has spent considerable time and effort analyzing the feasibility of developing a deluxe hotel at the Park Plaza site. The BPHA development team, essentially Boston-based, is ready to pursue the project immediately and with all of the available resources of its members, and looks forward to the possibility of working with you on this exciting opportunity.

Very truly yours,

BOSTON PLAZA HOTEL ASSOCIATES

By 

George Macomber

Appendix:   Negotiations for acquisition of land owned by  
Eastern Gas & Fuel Associates

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BPHA has had several conversations with Eastern Reality Corporation, a wholly owned subsidiary of Eastern Gas and Fuel Associates, regarding the acquisition of Eastern's interest in the land at Hadassah-Charles Sub Parcel 1 of Parcel 1. The land owned by Eastern represents the major portion of the site that is available for redevelopment. Enclosed is a letter describing the interest of the parties in this proposed transaction.

EASTERN REALTY CORP.  
One Beacon Street  
Boston, Massachusetts 02108

June 28, 1978

Boston Plaza Hotel Associates  
c/o George B. H. Macomber Company  
89 Brighton Avenue  
Boston, Massachusetts 02134

Gentlemen:

This letter sets forth the current understanding between Boston Plaza Hotel Associates ("Boston Plaza") and Eastern Realty Corp. ("Eastern"). Eastern confirms its general interest in continuing discussions with Boston Plaza relative to its sale to Boston Plaza of the real estate comprised of two parcels totalling approximately 40,000 square feet, owned by Eastern presently located in the hotel portion of the Park Plaza Urban Renewal Project.

Boston Plaza has advised Eastern that Boston Plaza is submitting a proposal to the Boston Redevelopment Authority for designation as a redeveloper of at least the hotel portion of the Renewal Project. Contingent upon Boston Plaza being designated as redeveloper, Eastern is prepared to enter discussions with Boston Plaza forthwith for the purchase by Boston Plaza of the real estate described above, at a cash price of \$1,500,000.00, to be paid on or before the closing of the permanent first real estate mortgage covering the hotel development, plus an additional amount, to be agreed upon, and to be paid out of cash flow of the hotel operation in a priority also to be agreed upon. Boston Plaza and Eastern agree that all undertakings hereunder shall cease and be of no effect if Boston Plaza fails to be designated a redeveloper in connection with the proposal presently being submitted to the Boston Redevelopment Authority.

If you agree that the foregoing evidences our understanding, please indicate your agreement by signing in the space provided below.

Sincerely yours,

EASTERN REALTY CORP.

By 

BOSTON PLAZA HOTEL ASSOCIATES

By   
General Partner



## BOSTON HOTEL AT THE GARDEN

### SUMMARY OF PROPOSAL

#### A. Proposed Project

BPHA proposes to build a luxury five-star hotel of international quality with the following features:

##### Facilities

393 rooms 13'6" x 18', 13'6" x 26' (with bathroom)	
Specialty restaurant (with access from street)	3,250 sf
Coffee shop (with access from plaza)	2,500 sf
Ballroom	5,040 sf
Special purpose meeting rooms	4,480 sf
Retail space along plaza	2,250 sf
Underground parking for 157 cars	56,000 sf

##### Total Size

Rooms and public space	280,480 sf
Garage	66,706 sf
	<u>347,186 sf</u>

Details of this proposal are in Section 5, "Architectural Space Program".

#### B. Plans

Plans prepared by John C. Warnecke/Desmond & Lord include:

- Site plan at 1"=20' scale, showing immediate neighborhood and proposed landscaping of project
- Ground floor plan at 1"=20' scale; other floor plans at 1"=20' scale
- Five building elevations showing materials, signs, lights, etc. at 1"=20' scale
- Longitudinal and cross-sectional plans at 1"=20' scale
- Typical unit and suite plans at 1/8"=1' scale.

The above plans are presented in Section 4, "Plans".

C. Cost Estimates

Construction costs have been compiled by George B.H. Macomber Company, on the basis of plans and specifications provided by John C. Warnecke/Desmond & Lord. Such costs are set forth in a letter dated June 26, 1978 demonstrating the feasibility of building the hotel at the stipulated costs and defining the major cost centers. (See Section 6, "Cost Estimates".)

Total development costs have been estimated by us as follows:

	<u>Total Cost</u> <u>(\$000)</u>	<u>Cost/Room</u>	<u>Cost/S.F.</u>
Land acquisition	\$ 3,800	\$ 9,669	\$10.95
Hard costs	19,500	49,618	56.17
Professional fees	2,800	7,125	8.06
Charges until completion	3,400	8,651	9.79
FF&E	4,000	10,178	11.52
Contingency	500	1,272	1.44
Total development costs	<u>\$34,000</u>	<u>\$86,514</u>	<u>\$97.93</u>

The following additional amounts are budgeted:

Pre-opening	\$ 1,750	\$ 4,453
Cash reserves for working capital and potential initial operating losses	<u>4,250</u>	<u>10,814</u>
Total	\$ 6,000	\$15,267
Total project costs	<u>\$40,000</u>	<u>\$101,781</u>

D. Income & Expenses Projections

Income and expenses per room for the first 5 years of the project are summarized below. These figures are based on Lex Hotels' operating experience and the marketing survey it prepared for the project. (See details in Section 7, "5-Year Projections".)

	<u>P e r   r o o m</u>				
	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>
Average room rate	\$81	\$89	\$96	\$107	\$117
Occupancy	58%	63%	68%	75%	78%
Gross Income					
Rooms	\$18,779	\$22,290	\$25,827	\$31,171	\$36,260
Food & Beverage	<u>12,519</u>	<u>14,860</u>	<u>17,227</u>	<u>20,789</u>	<u>24,173</u>
Total	31,298	37,150	43,053	51,959	60,433
Operating expenses					
Direct	18,779	20,433	21,450	24,936	29,008
Indirect	<u>8,041</u>	<u>8,860</u>	<u>9,809</u>	<u>11,295</u>	<u>12,532</u>
Total	26,819	29,293	31,260	36,232	41,539
Gross operating profit (a)	4,656	8,048	11,987	15,944	19,122
Other expenses					
Management fee (b)	939	1,115	1,293	1,557	1,812
Real Estate taxes	800	800	800	1,237	1,560
Capital reserve	<u>939</u>	<u>1,300</u>	<u>1,723</u>	<u>2,338</u>	<u>3,020</u>
Total	2,677	3,214	3,814	5,132	6,392
Net Income available for debt service	<u>\$ 1,980</u>	<u>\$ 4,835</u>	<u>\$ 8,183</u>	<u>\$10,812</u>	<u>\$12,730</u>

(a) Includes other non-departmental income and store rentals.

(b) Lex Hotels will be entitled to receive a basic management fee of 3% of total gross income. However, Lex Hotels has agreed to subordinate this annual fee, except for a guaranteed \$255/room (or a total of \$100,000) to the payment of real estate taxes, capital reserve and debt service.

E. Financing Feasibility

This project has been discussed with the Equitable Life Assurance Society of the United States and based on its knowledge of the city, the need for a deluxe hotel in Boston, Lex Hotels and the operating projections for the proposed hotel, it has written a letter stating its interest in the construction and permanent financing (see Section 8, "Financing

Summarized below is an outline of the financial structure for the project:

		(millions)
Total cost		\$40
Mortgage	\$30	
Equity funds	3	
Lex subordinated loans and guarantees	<u>7</u>	
Total financing		<u>\$40</u>

The willingness of the Lex Service Group, the parent company of Lex Hotels, to contribute a significant portion of the financing of the total project is an important aspect of this proposal. This is in addition to the willingness of Lex Hotels to subordinate all but \$100,000 per annum of its management and incentive fees to the payment of real estate taxes, principal and interest on the first mortgage and a substantial capital replacement reserve. Such financial involvement by the hotel operator guarantees that its interest will be identical to the owner's interest - a combination that will greatly strengthen the chance of success of the project as it encourages full cooperation between management, equity ownership, and City.

The financing assumes that the partnership will obtain a favorable 121A tax status upon designation by the BRA.

F. Development Team

Maximum cost efficiency will be achieved by integrating the contributions of the contractor, architects and engineers from the inception of and throughout the project. The qualifications of the development team are detailed in Section 10, "Development Team", of this brochure. It includes:

- The partners of Boston Plaza Hotel Associates, a limited partnership, the owner.
- Lex Hotels, as operator.
- John C. Warnecke/Desmond & Lord, architects.
- George B.H. Macomber Company, contractor.

G. Project Architects: John Carl Warnecke (New York) /  
Desmond & Lord (Boston)

John Carl Warnecke, a well-known nation-wide firm (with offices in New York, Washington, San Francisco, Los Angeles) will be primary architects for the project. It has been involved in about 20 hotel projects in the last 10 years. The firm is well acquainted with the site and the surrounding area as it had been retained by the Hilton Hotel Corporation to make a feasibility study of an addition to and renovation of the former Statler Hilton, across the street from the project's site.

Mr. Juanito Yan, one of the foremost designers with John C. Warnecke, will be responsible for the major design concepts of this project. He will be assisted by Mr. Roger Lang, manager of the firm's New York office. Mr. Yan has been involved, over the last 10 years, in two other designs for structures which were proposed to be constructed on the Park Plaza site.

John C. Warnecke is undertaking this project in partnership with Desmond & Lord, established Boston architects, who count the Parker House Hotel among its design achievements.

John C. Warnecke and Desmond & Lord have worked together on many projects in the Boston area, including the control tower, garage expansion and the South Terminal complex at Logan International Airport. The credentials and qualifications of both firms are presented in Section 12, "Architects", of this proposal.

In summary, the development team has intimate knowledge and familiarity with the Park Plaza site as well as sensitivity to the massing requirements that harmonize this project with its specific neighborhood. Together with Lex Hotels' technical and planning experience, the architects bring extensive and strong design capabilities to the project. This is reflected by the exciting and unique design that enhances the remarkable site as a link to both the Public Garden and the public plaza.

H. Lex Hotels

Lex Hotels is a wholly-owned subsidiary of the Lex Service Group Ltd. ("Lex"). The parent company is publicly owned and based in the U.K. The 1977 annual report of Lex Service Group is in Section 11, "Lex Hotels/Lex Service Group", of this proposal. It shows net capital of \$108 million, total assets of \$266 million, revenues of \$540 million and profit after taxes of \$19 million.



Lex Hotels generated gross revenues of \$43.5 million in 1977. Its operations - "a handful of elegant hotels set in some of the most exciting cities of the world" - includes management of three hotels in London, including the world-famous Carlton Tower, the third one having been just opened in June 1978, and four hotels in the United States, a total of 2,260 rooms. The company's hotels are:

The Carlton Tower	296 rooms	London	City Center
The Heathrow	682 rooms		Heathrow Airport
Gatwick Park Hotel	176 rooms		Gatwick Airport
The Whitehall Hotel	227 rooms	U.S.	Chicago
The Royal Orleans	386 rooms		New Orleans
The Whitehall Hotel	293 rooms		Houston
International Hotel	199 rooms		Baltimore/Washington International Airport

The policy of Lex Hotels is to operate a small number of fine hotels, each with an individual character suited to the city where each is located. The senior management of the Lex Service Group and Lex Hotels is able to devote its full attention to planning this project. Lex is intent on establishing the proposed hotel as a truly deluxe, international hotel.

#### I. George B.H. Macomber Company

Master builders established in Boston for nearly 75 years, the George B.H. Macomber Company has been the contractor for many well-known buildings in the City, including the successful renovation of the Faneuil Hall Market.

The company is known for its excellence in construction techniques and successful innovation. It has constructed the designs of leading U.S. architects. Equally important, it has earned a solid reputation for respecting budgets and completion schedules.

In the past five years the firm has completed a total of 35 major projects in New England, most of them in the Boston area, including the Colonnade Hotel (see list in Section 13, "George B.H. Macomber"). Previously, it had also built the addition to the Hilton Inn at Logan International Airport.

With some 850 employees, it is presently engaged in the construction of major projects amounting to about \$50 million.

J. Construction Contract

The George B.H. Macomber Company intends to build this project within the framework of a construction management contract. It meshes the project planning, design and construction phases as integrated tasks within a construction system and assigns them to a construction team, consisting of the developer, the construction manager and the architect/engineers. Members of the team collaborate from project inception to completion. Requirements imposed by construction costs, quality and completion schedule, government regulations and financing considerations are carefully analyzed by the team to maximize the value of the project.

A review of Macomber's special capabilities and responsibilities under the proposed management contract are presented in Section 14, "Construction Management".

In summary, BPHA proposes to construct a deluxe 393-room hotel, as described in this presentation, for a total cost of \$40 million. It plans to borrow \$30 million in mortgage funds and raise \$10 million in equity and subordinated debt. The project will be constructed by the George B.H. Macomber Company under a construction management agreement for a guaranteed maximum price of \$19.5 million. It will be operated by Lex Hotels under a long term management agreement.

K. Feasibility of Adding Apartments to the Project

BPHA would like to retain the option to include 60 to 80 apartments in the project if it is determined to be financially feasible. These apartments would be contained in a low-rise structure along Hadassah Way within the dimensions of the site and the height limitations imposed by the BRA. The residential building would stand along the street edge of the hotel ballroom and be integrated within the building. The apartments would have a separate entrance and separate service facilities from the hotel.





2

**DESIGN CONCEPT**







## BOSTON HOTEL AT THE GARDEN

### DESIGN CONCEPT

The Boston Hotel at the Garden is located on the periphery of one of the most beautiful and historical areas in Boston - The Boston Garden and the Boston Common. The Hotel is a very elegant and tastefully designed structure that will enhance and define the edge of the Garden and the Common.

The Park Plaza Urban Renewal Project, as prepared by the Boston Redevelopment Authority, will consist of our Hotel, the State Office Building, a low Office Building, an Apartment Tower, the rehabilitated and expanded use of the Motor Mart, the refurbishment of the existing Statler Hilton, and construction of the public plaza enclosed by all these elements. All these components with their diversified activity will provide and generate an exciting and pleasant human environment, and will revitalize this important part of the City of Boston.

#### I. Urban Context

Our Hotel lies at the south edge of the historical Boston Garden, immediately adjacent to the Boston Common. The design of our structure is to define the Garden and at the same time provide a transitional linkage of the Park Plaza development to the Garden.

The Hotel is designed to integrate with the Park Plaza development and with its pedestrian, vehicular and service traffic. Parking and service unloading are separate from pedestrians and are below grade. Hotel entrances are located to interact with pedestrian flow both into, around and through the hotel, its shops, restaurant, bar and sidewalk cafe.

On the Garden side of the Hotel, both the sidewalk cafe on the street level and the prefunction Galleria lobby on the second level will have a spectacular view of the Garden both day and night. On the public plaza side, the greenhouse feature, coffee shop, and restaurant will provide a visually exciting backdrop for the open plaza. In good weather, the coffee shop and restaurant can extend out to the plaza and further bring the plaza into the Hotel. Umbrellas, graphics, trees and benches will add color to the overall environment. Shops with their colorful storefront canopies are lined along the exterior of the Hotel on the New Providence Street mall. They will complement and strengthen the strong retail pedestrian traffic from the West which will directly lead into the Park Plaza development.

The main entrance and lobby of the Hotel will have a spectacular view of the Garden on the street level. An open lobby lounge area is planned next to the elevators in order to give a sense of relationship and a strong visual connection from the Park Plaza's public open space through the Hotel to the Garden.

## II. Massing

The building is long and low, accommodating the Hotel program requirements without imposing upon the Boston Garden. The building fits within the height and setback constraints established by the Boston Redevelopment Authority, in order to maintain the park-like residential character of the setting. The low profile of the building also compliments the scale of the other structures that enclose the Garden and the Common.

On the Plaza side, the Hotel is scaled to relate to the pedestrian public plaza. The terraced, stepped up massing of the shops and the Ballroom provide a visually pleasing massing. The greenhouse restaurant and coffee shop extend towards the Plaza, positively relating the building to the pedestrian.

Traditional red brick with bay windows characterize the facade of the Hotel. The continuous, uniform bay windows recall the characteristics of the South End and Back Bay old Bostonian architecture. To counterpoint this regular pattern of windows and to add visual interest, the lowest and highest guest room floor windows are set back to provide articulated balconies, giving a warm, friendly and beautiful addition to the City.

## III. The Garage: B-2 and B-1 Levels

The garage, on two levels, can accommodate 157 cars, in agreement with the requirements of the BRA. The overall layout is very straightforward with a simple connection to two passenger elevators in the center. The hotel operator has the option to let these passenger elevators connect the rooms with the garage level, or to cut them off at the lobby, for security reasons, with one stop only from the garage to the lobby.

At the B-2 level are also located the pits for the service elevators.

At the B-1 level is included the service area with off-street receiving, also a BRA requirement. Since delivery trucks are not allowed to maneuver and back in from the street - which would have been a simpler and less costly solution - the design brings the trucks inside and has them turn around on the site in a T-shape area, thus

achieving underground off-street turn-around. The trucking ramp is on the ground floor off Hadassah Way, going down 18 feet to the B-1 level, and leading the trucks directly to the service elevators. 3 trucks can be parked in 3 bays, also a City requirement. Some service storage is provided at the B-1 level adjacent to the truck dock. Large deliveries as well as outgoing trash can be thus stored temporarily close to the truck loading platform.

Guest cars arrive at street level, off Boylston Street or Hadassah Way, drop guests off at the curb in front of the main entrance door and then make a right turn down the spiral ramp leading to the main level of the garage and further down to the lower level. To exit, guest cars follow the reverse route, coming up and leaving the spiral ramp in front of the main entrance - a convenient spot to pick up passengers.

The access to the main entrance offers great flexibility: cars can enter the hotel easily off Boylston Street, just before they reach Hadassah Way; or they can arrive following the traffic on Arlington Street, turning left onto Hadassah Way and entering the hotel through a short internal cross-road, just before reaching Boylston Street, and running counter to the Boylston traffic.

#### IV. First Floor

The ground floor presents the basic relationship of lobby to registration, administration, bars, kitchen, restaurant and cocktail lounge. A relatively unconventional, and essential, aspect of the ground-floor level, is the transparency of the hotel lobby, with glass on both sides. Guests are thus visibly surrounded by the Public Plaza and the Public Garden. The design, exploiting the characteristics of the site, creates an immediate closeness to the city that is unusual.

Another interesting aspect of the first floor is the pleasant position of the restaurant and bar, facing the Boston Garden and the Boylston Street/New Charles Street corner.

The baggage flow, always a recurring problem in most hotels, has been efficiently solved. Baggage is always in view of the guest and in control of the registration security. After guests have arrived and the porter has taken their bags, he places them in the baggage room located near the sidewalk to the left of the registration counter while the guests come in through the main entrance door and proceed to the registration desk. Once the guests are registered, the bellhop picks up the bags out of the baggage room. This feature - classical of good hotels of a past era - has all but disappeared from modern hotel design and has been reintroduced here.



The access to the ballroom (situated on the third level) is quite generous and consists of a large spiral grand staircase wrapped around a special ballroom elevator. This elevator travels only to the ballroom level and, walled with glass, will become a remarkable feature of the public spaces.

The coffee shop, a space that is used intensively in the early morning, is in a sunny southeast exposure, facing the Plaza through glass walls. Normally, coffee shops in large hotels are relegated to basements but here guests can enjoy the use of a really pleasant coffee shop, overlooking the Plaza and bright and sunny in the morning. Note that part of the restaurant also shares this skylit cafe space.

The main elevators are in the lobby across from the main entrance door. The rectangular space between the main entrance, the registration desk, the main elevators to the rooms, and the ballroom stairs will be used as both lounge and bar. During the day it will merely function as a waiting area with lounge seating, but in the evening it will turn into a bar, handy as a meeting place for guests going to a function in the ballroom who want to meet each other before proceeding. It is the major waiting and sitting area of the lobby, approximately 25' x 50', with a high ceiling, in a highly visible location. A walking area along the Boston Garden, just inside the window mall, can accommodate a line of cocktail-lounge tables, so that guests can sit there in a secure environment, looking over Boylston Street and into the Garden, through a full-height glass wall. This space will give guests a close approximation of an outdoor cafe atmosphere. Through this passage way, along the glass wall, guests walk to the hotel dining room. The entrance to the coffee shop from the lobby is on the Public Plaza side of the lobby, providing a very direct access in the morning. The lay-out of both coffee shop and restaurant is thus functional and efficient.

Shops are separate from the lobby, but near enough to be easily accessible. The access to the shops is along a short corridor between the administration space and the Plaza. It is lined by a glass wall, offering a pleasant short walk to the shops, which also have doors opening on the Plaza.

The hotel employees' entrance is through a staircase located at the corner of the shop area with access from the public plaza and the main garage level, going up to the second floor employee service spaces.

Note that the glass walls facing the Plaza are slightly set back, and that, on the ground floor, the building does not reach the outside lines of the upper floors, satisfying the requirement of the BRA to provide an arcade along the Garden side of the building. Minor arcade space appears along the glass walls facing the Plaza, between the administration and lobby areas and the Plaza.

The access on the ground floor to the main entrance of the hotel is very open. The main advantage of the drop-off design is to create a very generous "porte-cochere" where guests can drive in on three lanes abreast, load and unload their baggage in comfort under cover, protected from blowing winds, rains and other inclement weather. This entrance, with a strong relationship to the Boston Garden, is accessible from any direction and allows for considerable outdoors activity at the main door of the hotel protected from the weather by the overhanging. For instance, at the end of a dance, when large numbers of guests leave the ballroom all at once, the entrance can easily accommodate a hundred people standing there comfortably waiting either for cabs or their own cars from the parking garage.

#### V. Second Floor

Back-of-the-house facilities are located on the second floor. The administration facilities on this floor are directly over the ground-floor administration area and connected with it through a small internal spiral staircase. Accessorily use can be made of the main passenger elevators. Employees enter the building up the special employees' stair tower and proceed down a corridor along the Plaza to reach the security control point, service, locker and dining area. It must be stressed here that this area is very simply designed: the spaces available are rectangular, which gives a very straightforward solution to the problem of back-of-the-house facilities, conserving space and making them extremely efficient. This is an unusual feature because most hotels, especially old existing hotels, allocate back-of-the-house facilities to odd corners available, a remarkably inefficient approach.

The arcade setback of the first floor is continued up into the second floor, avoiding the massive appearance projected by many large hotels, and creating an interesting relief detail in the facade. Two-story spaces have been minimized and concentrated in the main lobby, with maximum impact, and along the hallway along the garden, reaching to the restaurant which also has a minor high-ceilinged space along the glass wall facing New Charles Street.

The spiral staircase goes through the second floor and leads up to the third-floor ballroom.



## VI. Third Floor

The third floor contains all the public space rooms: a ballroom of 5,040 sq.ft., and 4 function rooms, along with all of the facilities necessary to support them. Immediately adjacent to the elevators is a large cloakroom handy for guests using either the ballroom or the function rooms. A nearby area contains the storage rooms for chairs and tables and other services associated with the large ballroom space. The design achieves an important aesthetic effect in the relationship of the pre-function area to the Boston garden. When a large party uses the ballroom, for instance for a banquet, guests usually gather for an hour or so in the pre-function area, for cocktails and conversation before the function starts. This is when the beautiful pre-function area comes into its own, with a breath-stopping view into the Boston Garden, just at tree-top level.

A spacious service corridor circulates along three sides of the ballroom, extending all the way to the function rooms linking all third-floor public rooms to the service elevators on the plaza side. A Kosher kitchen has been placed behind the ballroom. The function room access faces Boylston Street, affording a strong identity with the Garden. Servicing is secured through the service elevator down the corridor along the plaza side of the building. One function room has a view, overlooking the public garden. The other three function rooms are completely enclosed for maximum privacy.

The sales office for the hotel is also located on this third floor, adjacent to the ballroom and function rooms, a convenient proximity for the hotel salesmen who can immediately show the public spaces to potential users of the hotel.

The public access to the third floor is through the grand staircase or from the elevator in the center of the grand staircase, or again through the normal passenger elevators. Three-sided service is provided around the ballroom. When the ballroom is full, with perhaps 400 people, as in a large banquet, waiters will be able to get food in and out from this 5,000 sq.ft. area quickly by using this three-sided service access area. In addition, the wide service corridors act as a staging area with hot food trays lined up on the far side.

## VII. Fourth Floor

This is the first guestroom floor, with a total of 27 guest rooms, composed of 26 standard rooms and one mini-suite. The only other facilities on this floor are service, fan rooms and other facilities related to the ballroom and directly adjacent to the upper part of the ballroom.

It should be noted here that the pre-function area as well as the ballroom itself are two-story spaces, occupying portions of the fourth floor. The portion of the pre-function space right over the grand staircase, all open and facing the public garden, creates a majestic impression. Guests arriving from the grand staircase go first into the high-ceilinged pre-function area, then walk through a low-ceilinged area, part of the pre-function spaces as well, which restricts the feeling of height, and then emerge again into the main open space of the high-ceilinged ballroom, making the major space appear even more open, spacious and impressive.

On the other side of the fourth floor is the first floor of guest rooms. On that floor also is first developed the roof-garden motif which will be expanded on the fifth and sixth floors.

#### VIII. Fifth through Eleventh Floors

Typical guest-room floors have 32 standard rooms, 2 mini-suites, 1 hospitality suite and 2 regular suites, giving remarkable flexibility to the hotel operation. For example, the hospitality suite can be sold as one room, or a two or three-room suite. The mini-suite is one very spacious room, while the regular two-room suites can be sold as either two singles or a suite.

While dark lobbies are quite common in many hotels, here the guest-room elevator lobbies are filled with light from a large window overlooking the plaza.

On top of the ballroom is a roof garden over which perhaps 20% of all the hotel rooms will look out. This space will be carefully landscaped to afford a pleasant view. There are three different levels of the roof garden, which gives relief to the Plaza side of the hotel and also makes the roofs more interesting to the guestrooms above.

#### IX. Twelfth Floor

The new type of room introduced at this level is the presidential suite, which occupies the whole end of the building on the New Charles Street side and takes over two complete structural bays.

#### X. Thirteenth Floor

The 32 standard rooms and hospitality suite are preserved but this floor has two more presidential suites, for a total of three presidential suites in the building. These rooms occupy the top corners of the hotel and have strong views in all directions, both into the Boston Garden and the Plaza. The State House can be seen from the two presidential suites on the east side of the northeast corner.

## XI. Roof

On the roof are located additional service facilities such as mechanical equipment and cooling towers. All these facilities, which could easily present an unpleasant appearance, will be encased in a brick parapet carefully related to the basic mass of the building and in no way objectionable or intrusive. All the mechanical equipment is placed towards the stepped-up rear of the tower rather than the front, in accordance with the height restrictions and setback limitations established by the BRA.

## XII. Rooms

There are five different kinds of rooms in the hotel. The room count per floor is shown in Section 5, "Architectural Space Program".

### A. Presidential Suites

There are three presidential suites in the building; two on the thirteenth floor and one on the twelfth floor. They are located at the corners of the building, roughly 1,500 sq.ft. each, and contain a very generous living room, dining area, built-in bar, powder room, and large closets. The Plaza side of the suite contains a large master bedroom with a capacious bathroom, complete with shower as well as bathtub, a separate luggage room and closet. A small sitting area related to the master bedroom occupies an L space off the main space. All these spaces are communicating so that if necessary, the hotel could sell the living, dining, bar outer-room area on the garden side separately from the large master bedroom/sitting area on the Plaza side, turning the suite into two rooms.

### B. Hospitality Suites

The hotel has a total of 9 hospitality suites. Off each side of the main full-bay space are connecting doors to standard half-bay rooms, giving the suite a 3-way flexibility. The hotel can sell either the central space for use during the day or evening, for instance for corporate entertainment, or it can sell the central space with one adjacent bedroom, or with two adjacent bedrooms. They are located over the garden side of the hotel, somewhat away from the elevator lobby.

### C. Mini-Suites

16 mini-suites occupy the corners of the building facing the Plaza, typically two per floor, except for the fourth and twelfth floors, which have one mini-suite, and the thirteenth floor, which



has none, since the space is pre-empted by the presidential suites. The mini-suites basically consist of a full-bay area minus the guest room staircase space so that their size is about 3/4 of a bay. They include a very large bedroom, a large bathroom and a small sitting area adjacent to the bedroom. They have bay windows looking out over the Plaza, southeast and southwest. The main advantage of the mini-suite is, of course, the small sitting area that is part of the bedroom, but slightly removed from the main space.

#### D. Regular Suites

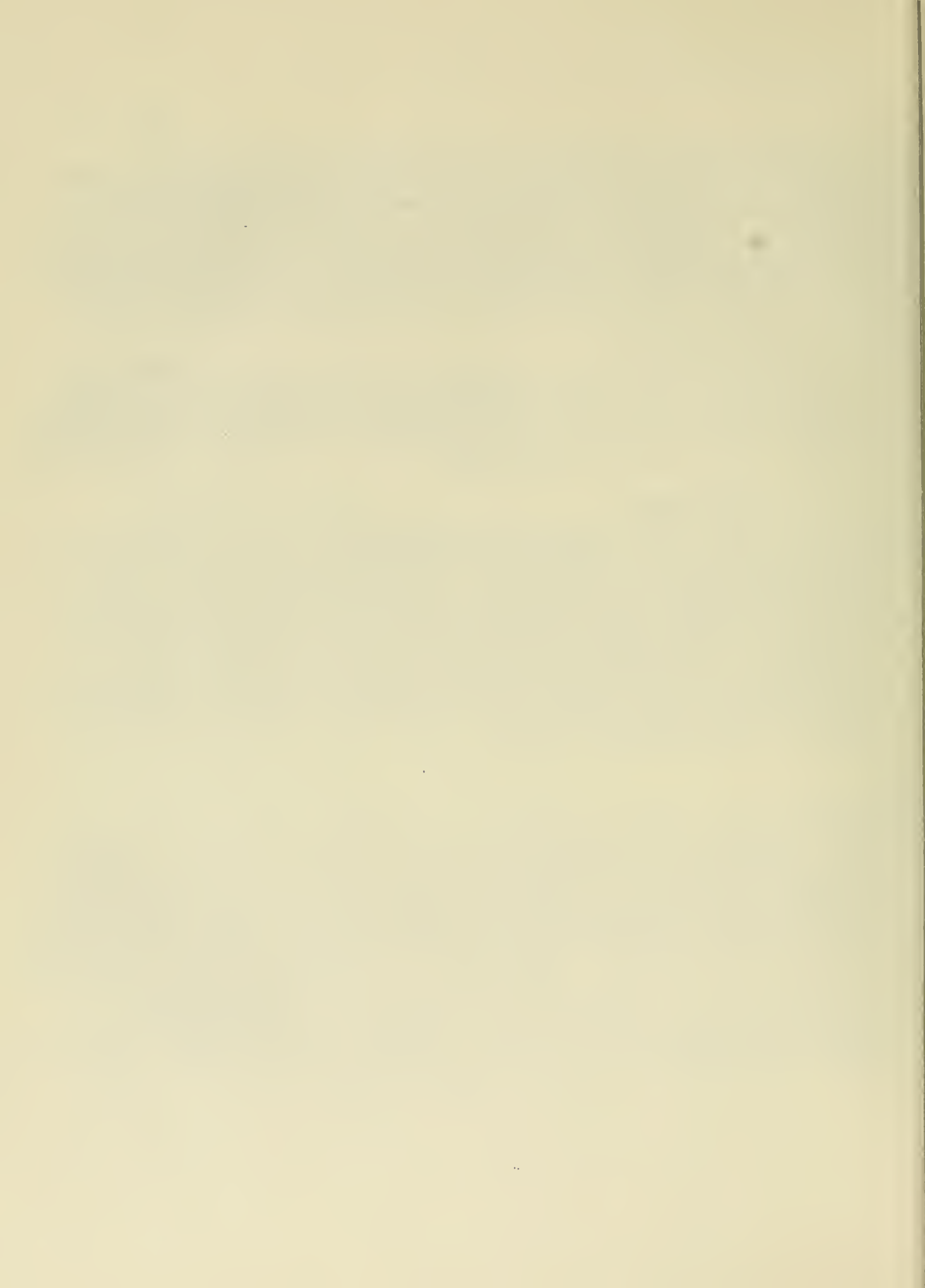
The regular suite is essentially the association of two half-bay standard rooms with an inter-connecting door, so that they can be sold as a two-room suite or two separate singles. They are across the hallways from the mini-suites and overlooking the Garden. These are found on each floor from the fifth to the eleventh, two per floor, with one more on the twelfth floor.

#### E. Standard Rooms

The hotel can offer 314 standard rooms, each 13'6" wide x 18' long, with a 7' x 8' bathroom and adjacent separate closet. The room is complemented by a bay window at the exterior end of the room, which lengthens the appearance of the room and allows for seating and the possibility of diagonal views from the room. The bay window is also an excellent facade feature that lends a strong Boston character to the hotel. The rooms are designed to have either desks or make-up tables, depending upon whether the rooms are singles or doubles; they have certain special amenities such as a master electrical switch at the head of the bed to allow guests to turn off all the TV and lights from the bed.

#####

To conclude, the hotel maintains throughout a feeling of openness and identity with the public garden and the plaza. The bay windows relate historically with Boston. The building is rigorously designed within the envelope required by the BRA regarding height restrictions and set-back limitations. The facade, probably a hand-made waterstruck brick, will be similar to some of the older beautiful brick buildings in the Back Bay area. In this manner is realized a modern, extremely pleasant and efficient hotel which conserves old architectural characteristics, allowing it to harmonize with the existing quality buildings that surround the Boston Garden - a welcome blending of the old and the new.





# **BOSTON HOTEL AT THE GARDEN**

**BOSTON REDEVELOPMENT AUTHORITY  
PARK PLAZA  
Urban Renewal Project  
Parcel One Hadassah/Charles**

**BOSTON PLAZA HOTEL ASSOCIATES  
89 Brighton Avenue Boston Massachusetts 02134  
June 30 1978**

**JOHN CARL WARNECKE & ASSOCIATES  
Architects & Planning Consultants  
745 Fifth Avenue New York New York 10022**

**.. DESMOND & LORD & ASSOCIATES  
Architects  
6 Beacon Street Boston Massachusetts 02108**



BOSTON HOTEL AT THE GARDEN

SUBMISSION BROCHURE TO THE

BOSTON REDEVELOPMENT AUTHORITY

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1. Submission of Letter of Interest and Summary of Proposal
2. Design Concept
3. Renderings, Maps, Photos
4. Plans
5. Architectural Space Program
6. Cost Estimates
7. 5-Year Projections
8. Financing
9. Market Study
10. Development Team
11. Lex Hotels
12. Architects: John Carl Warnecke / Desmond & Lord
13. George B.H. Macomber Company
14. Construction Management
15. HUD - 6004







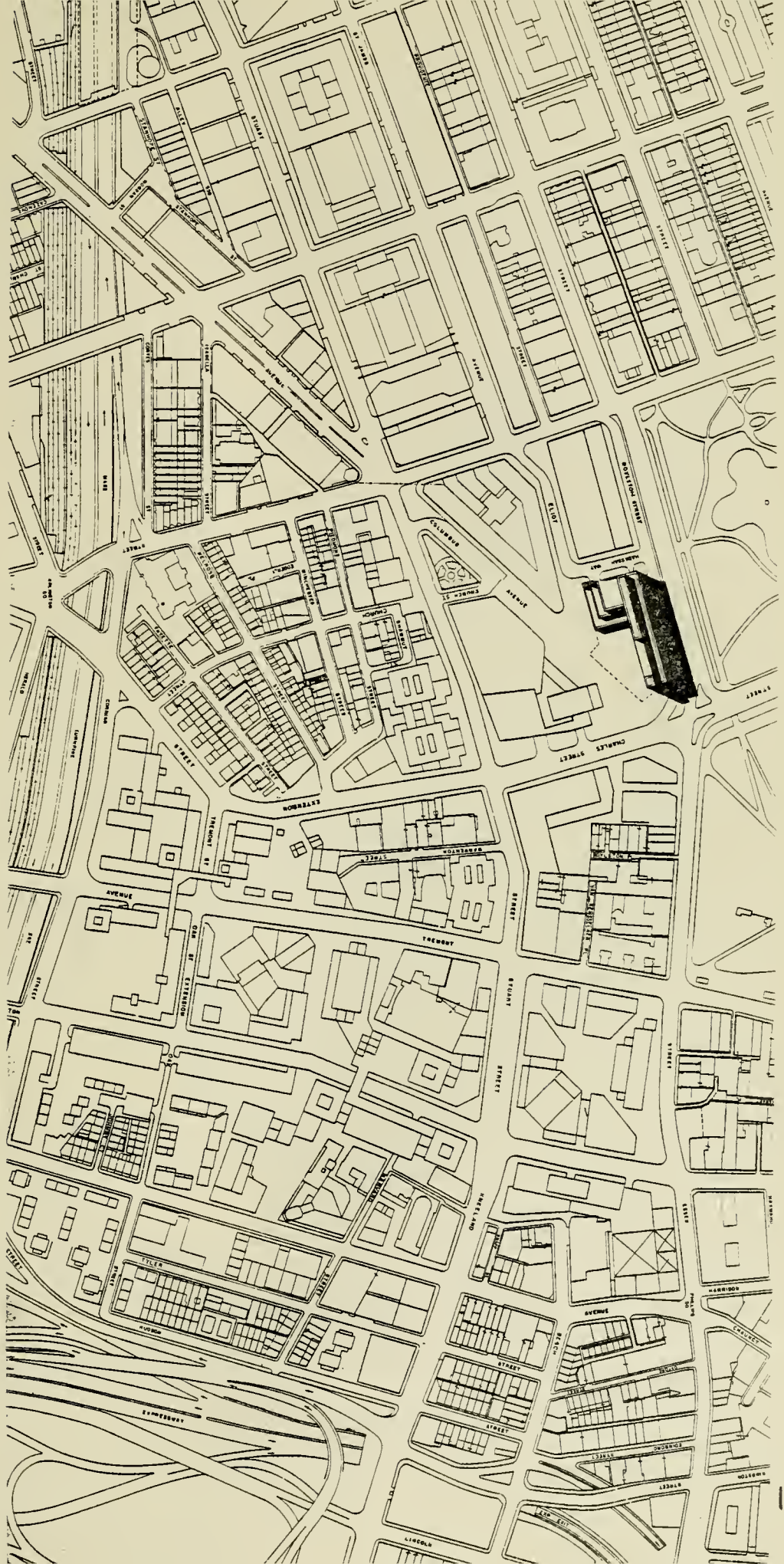
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**RENDERINGS, MAPS, PHOTOS**

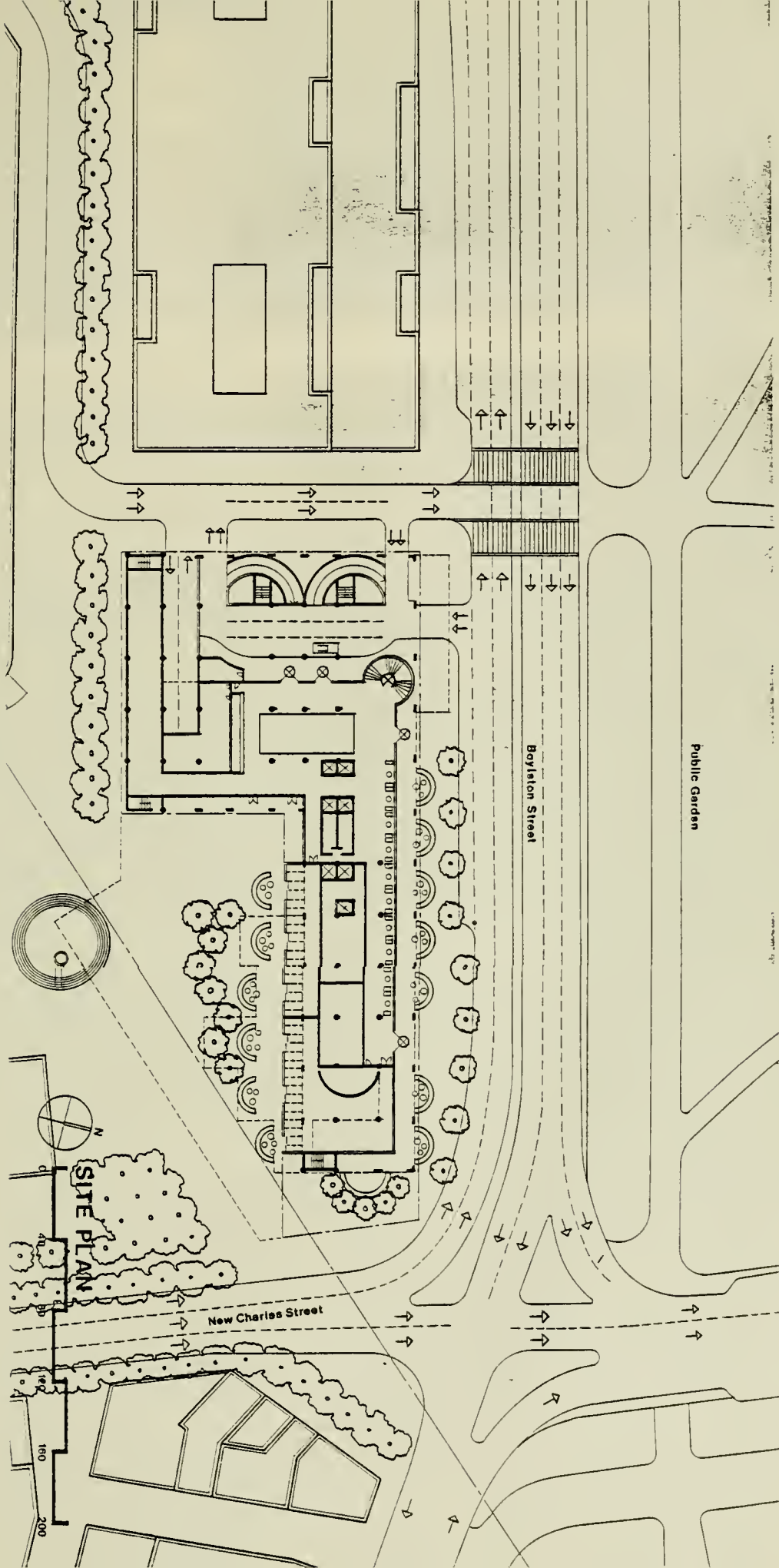






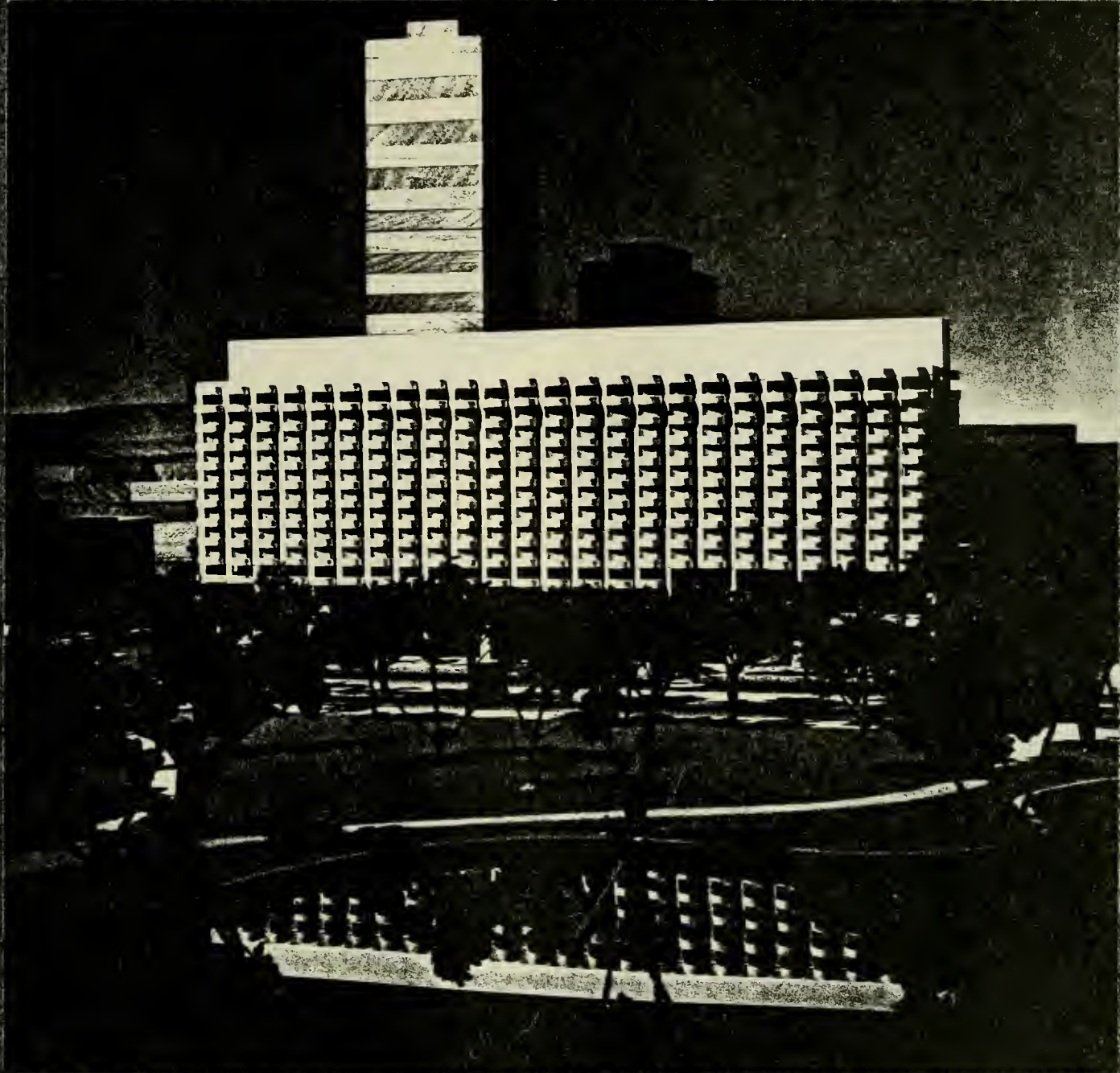














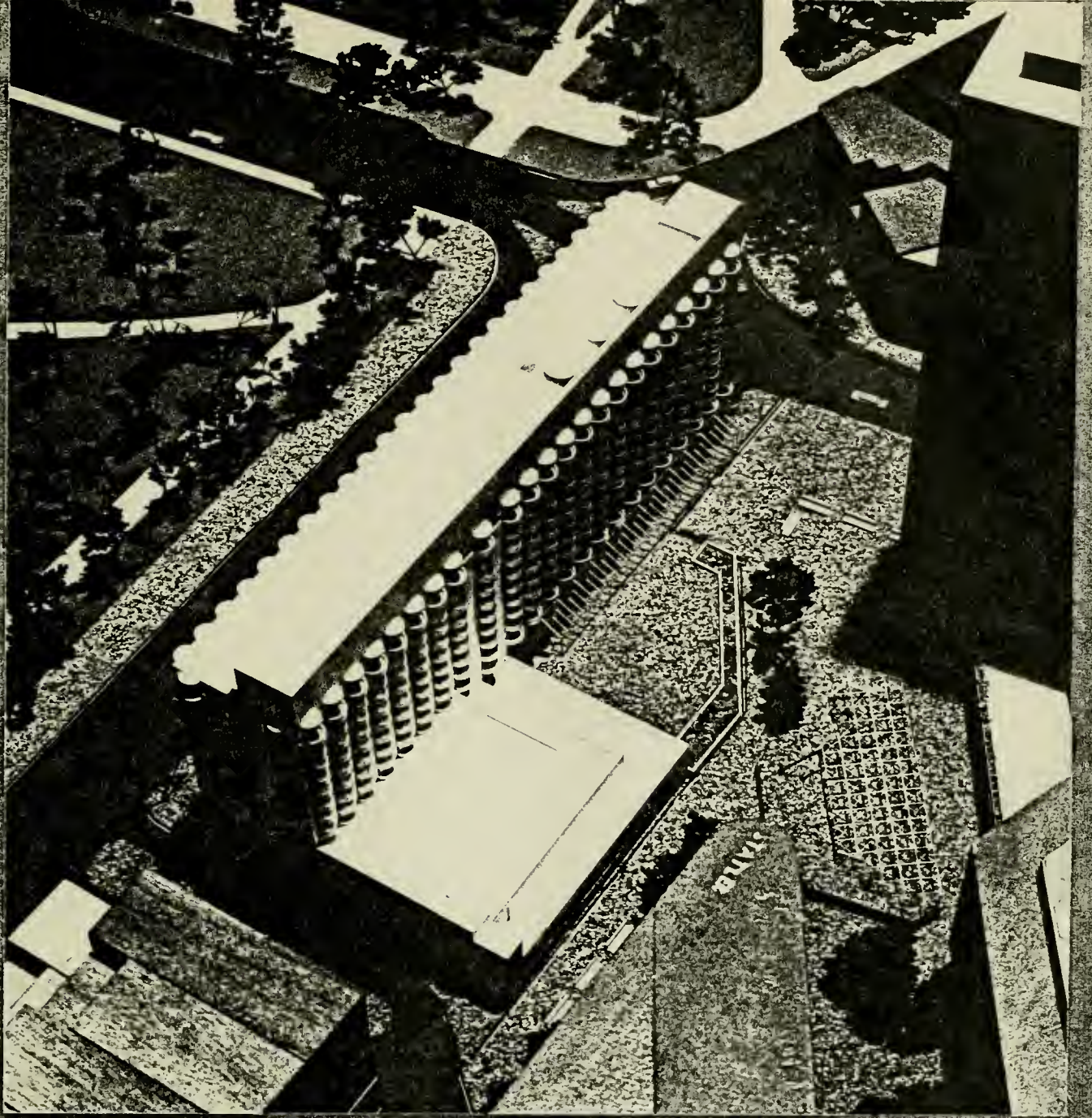












BOSTON HOTEL AT THE GARDEN PLAZA SIDE





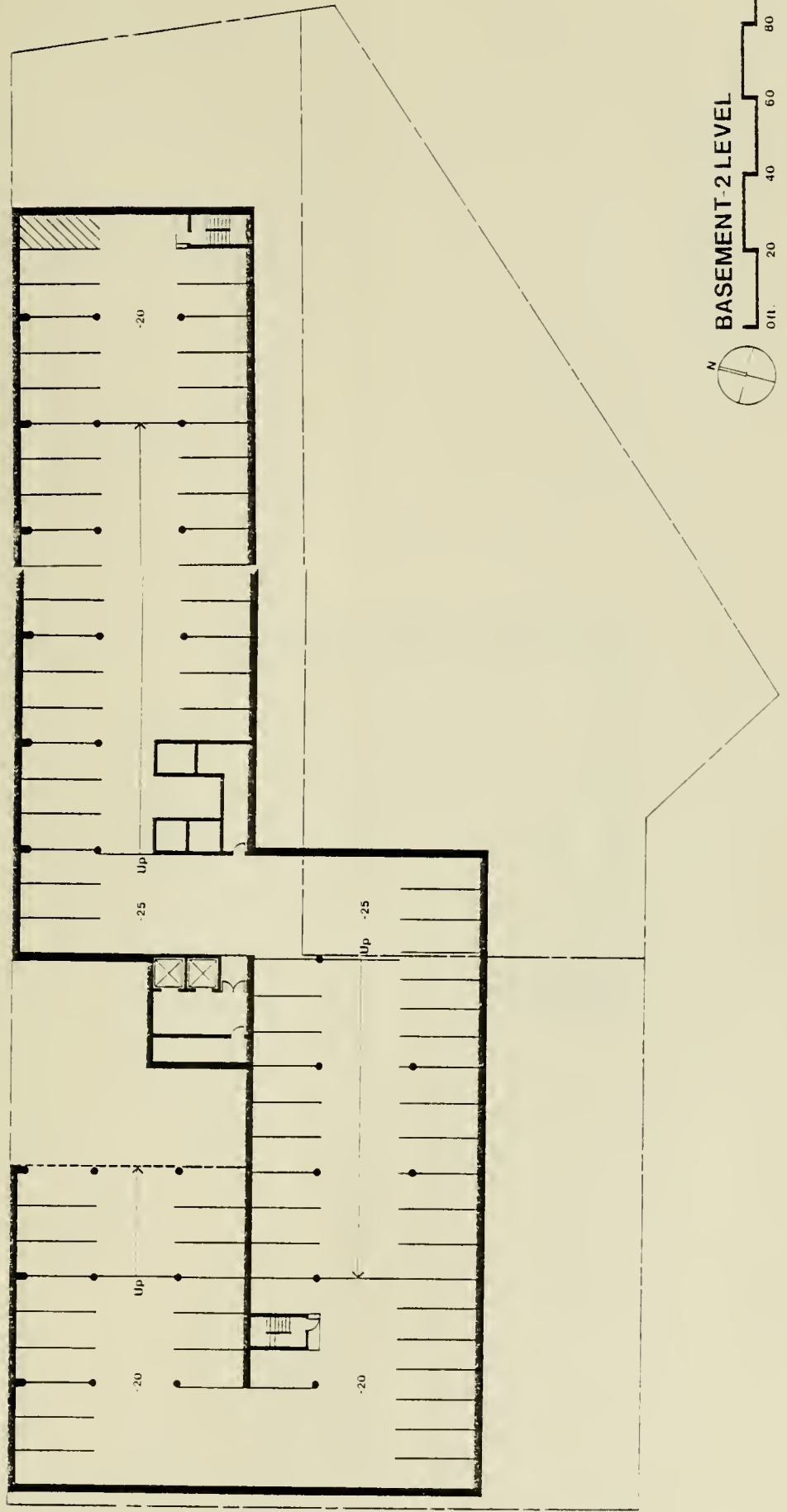


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PLANS





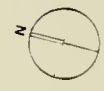
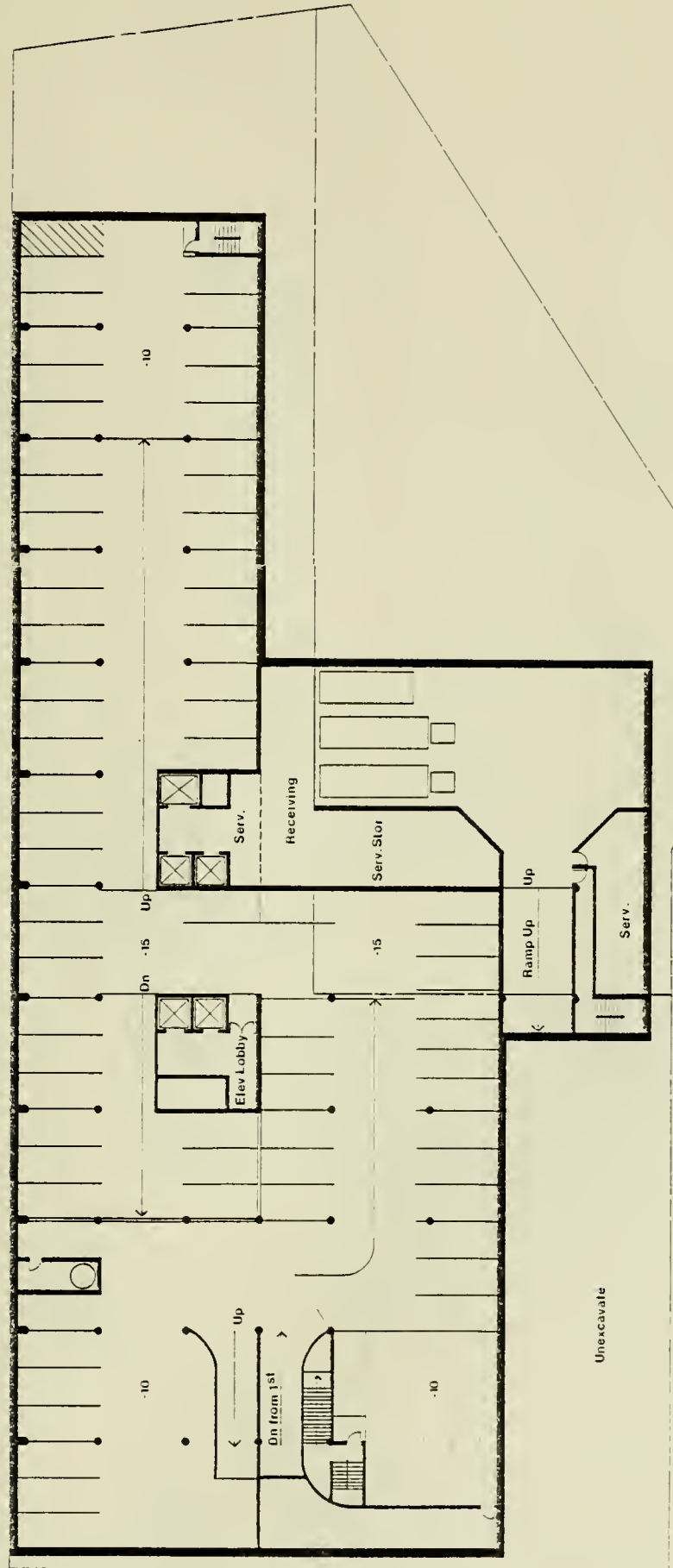


BASEMENT-2 LEVEL







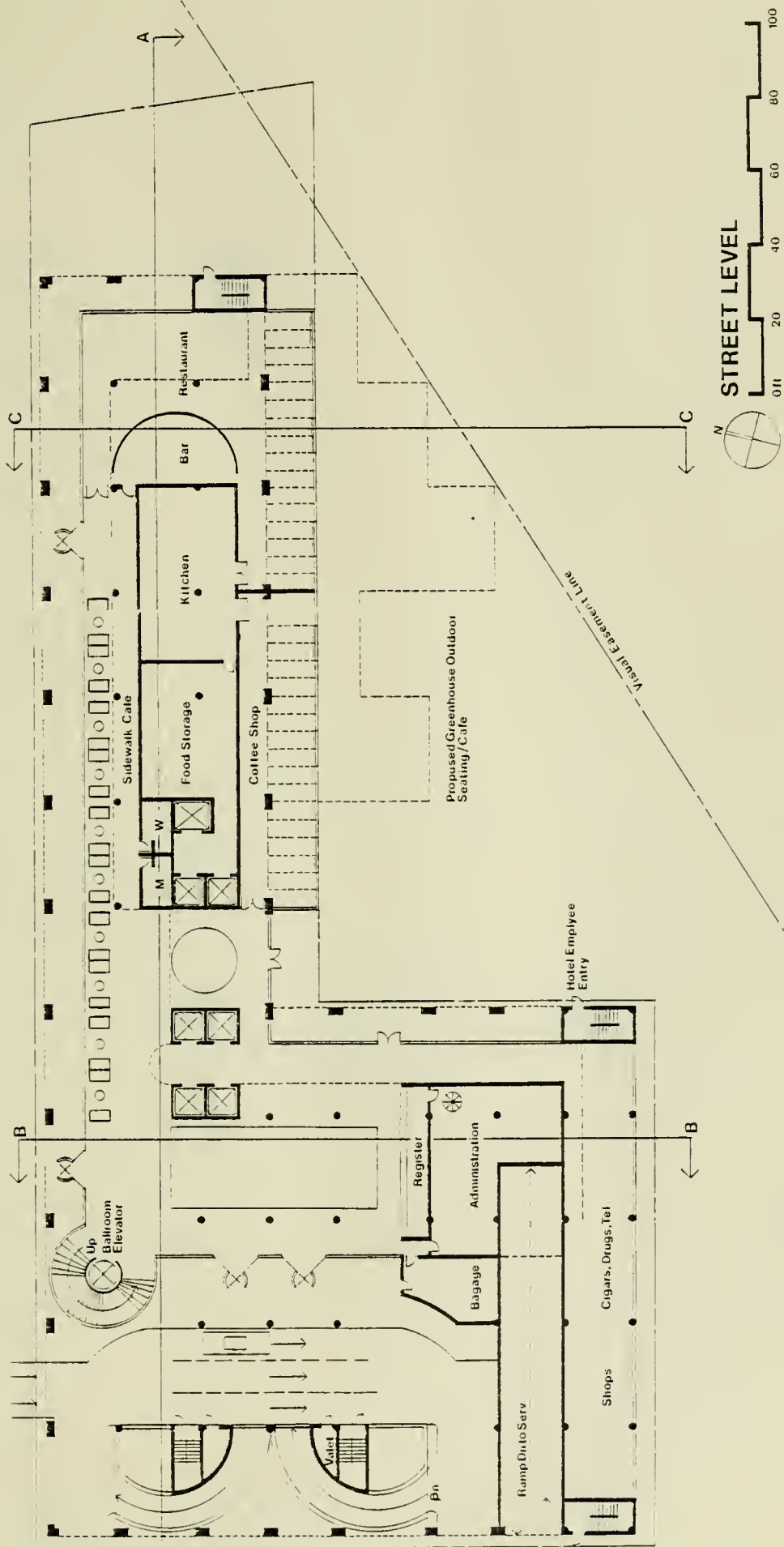


**BASEMENT-1 LEVEL**

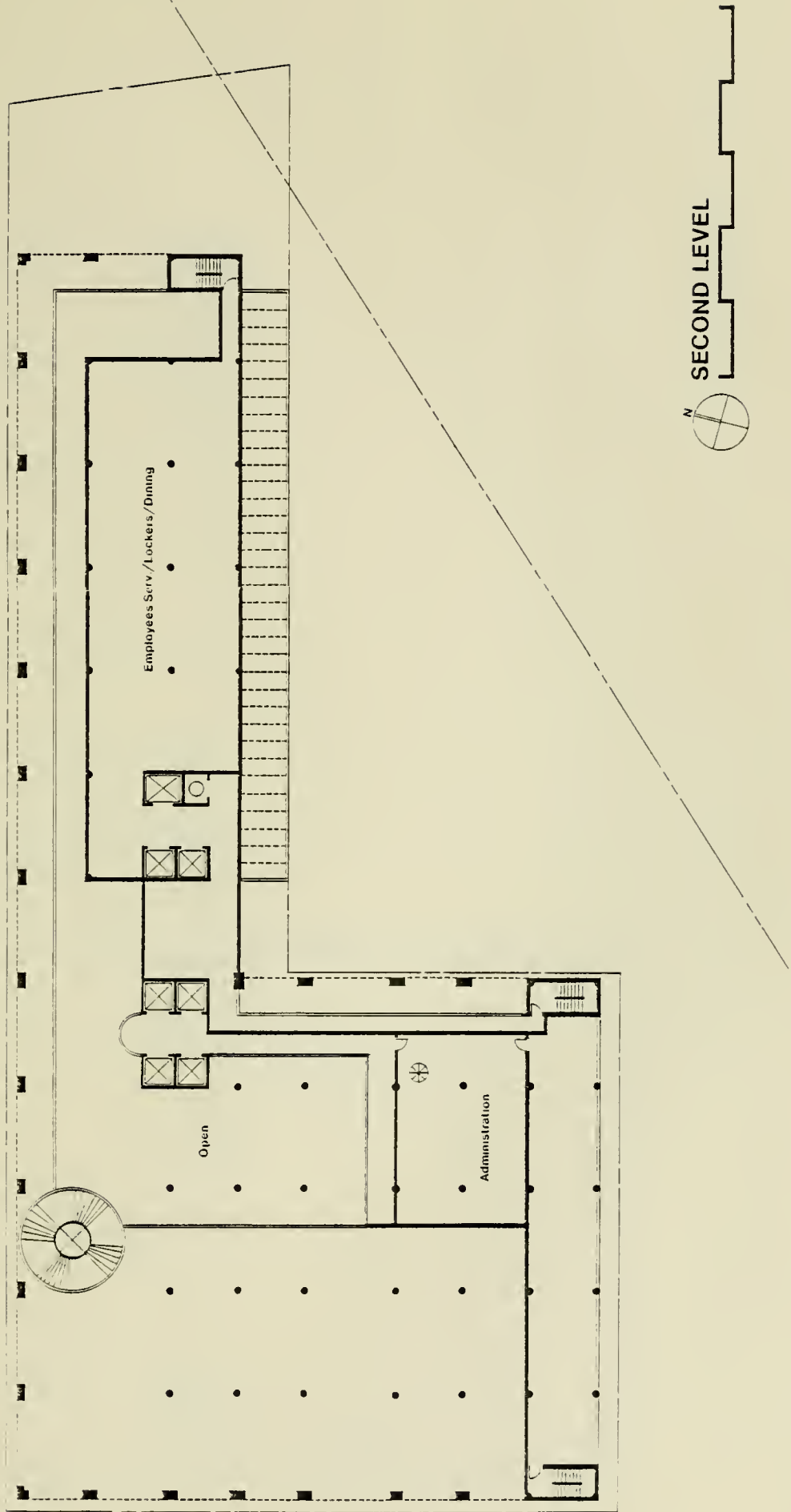






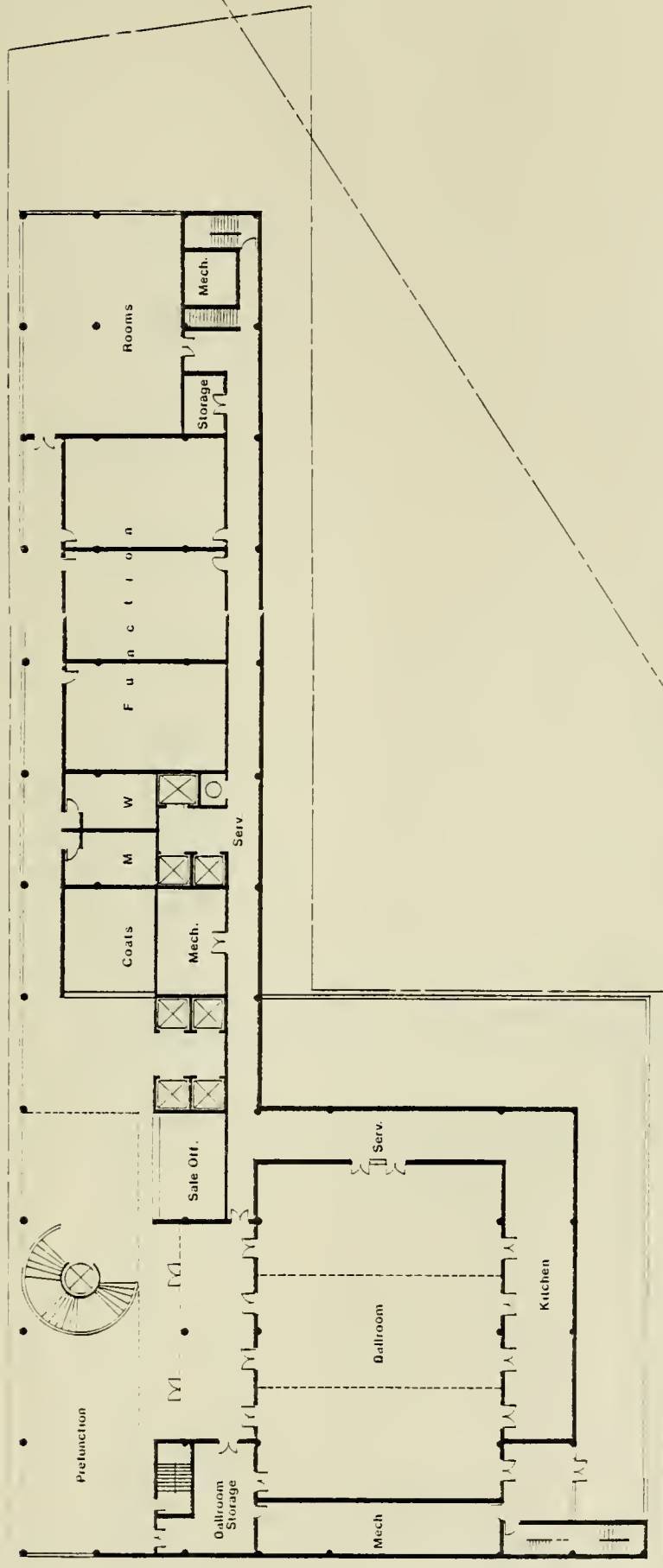










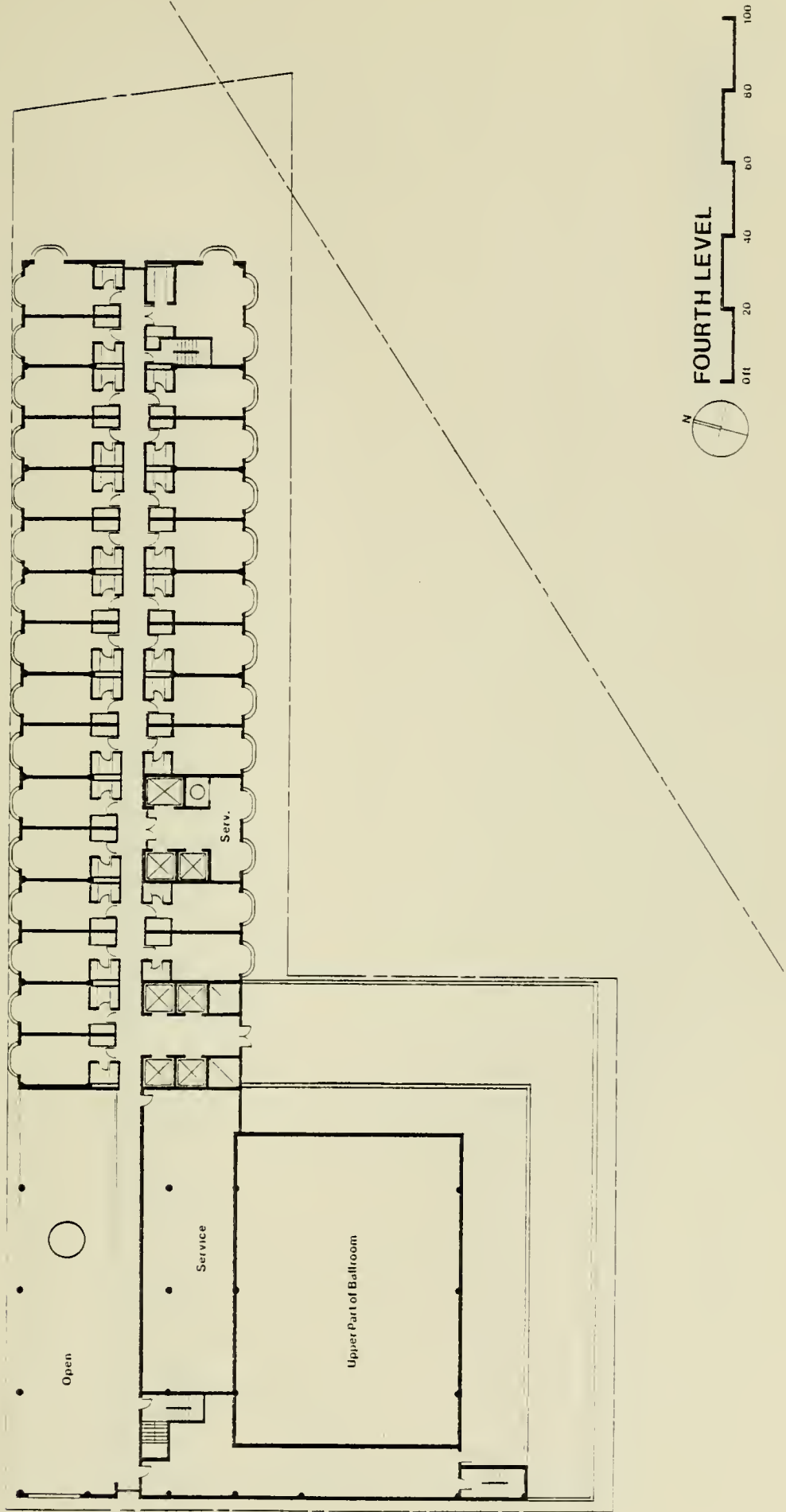


THIRD LEVEL

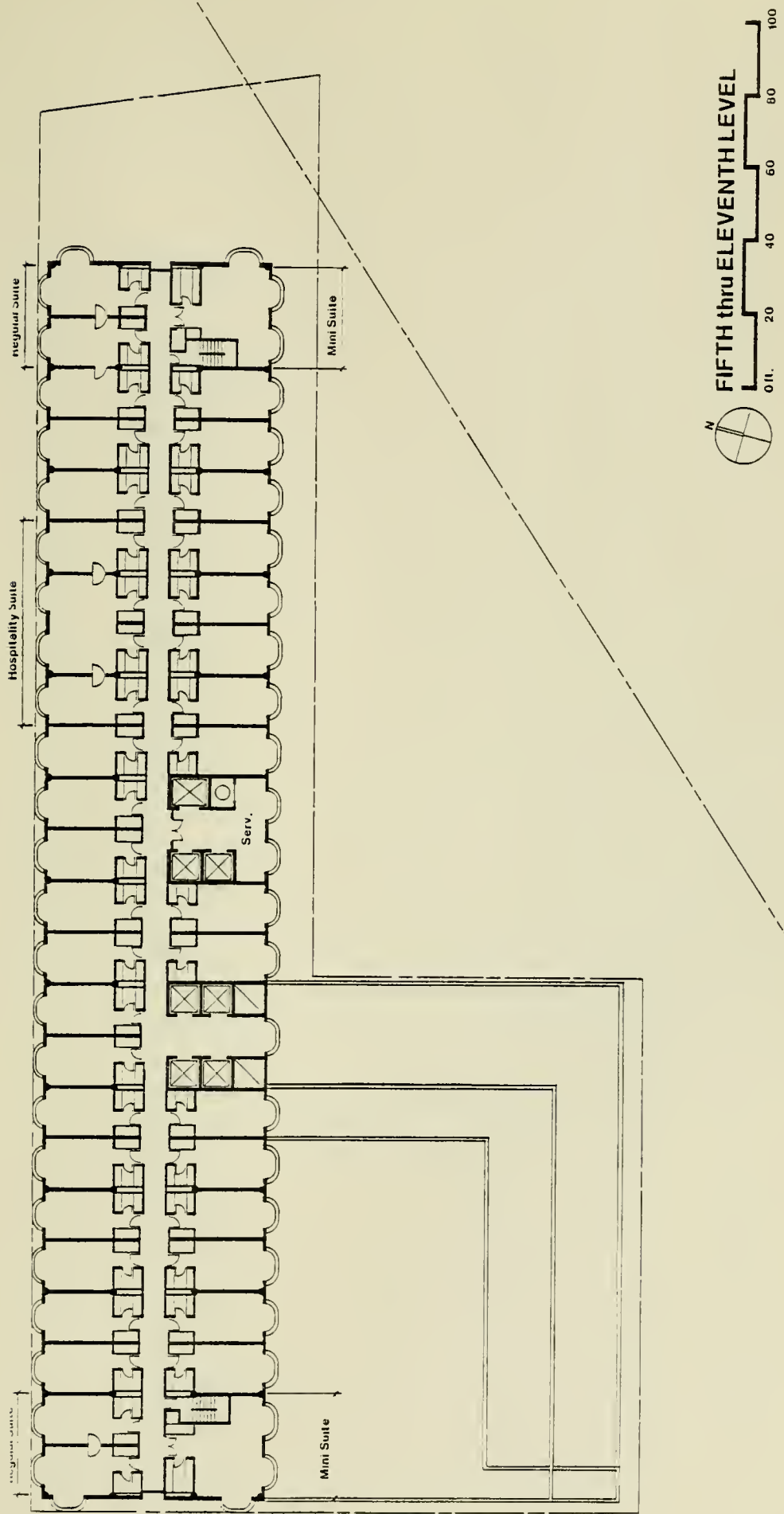






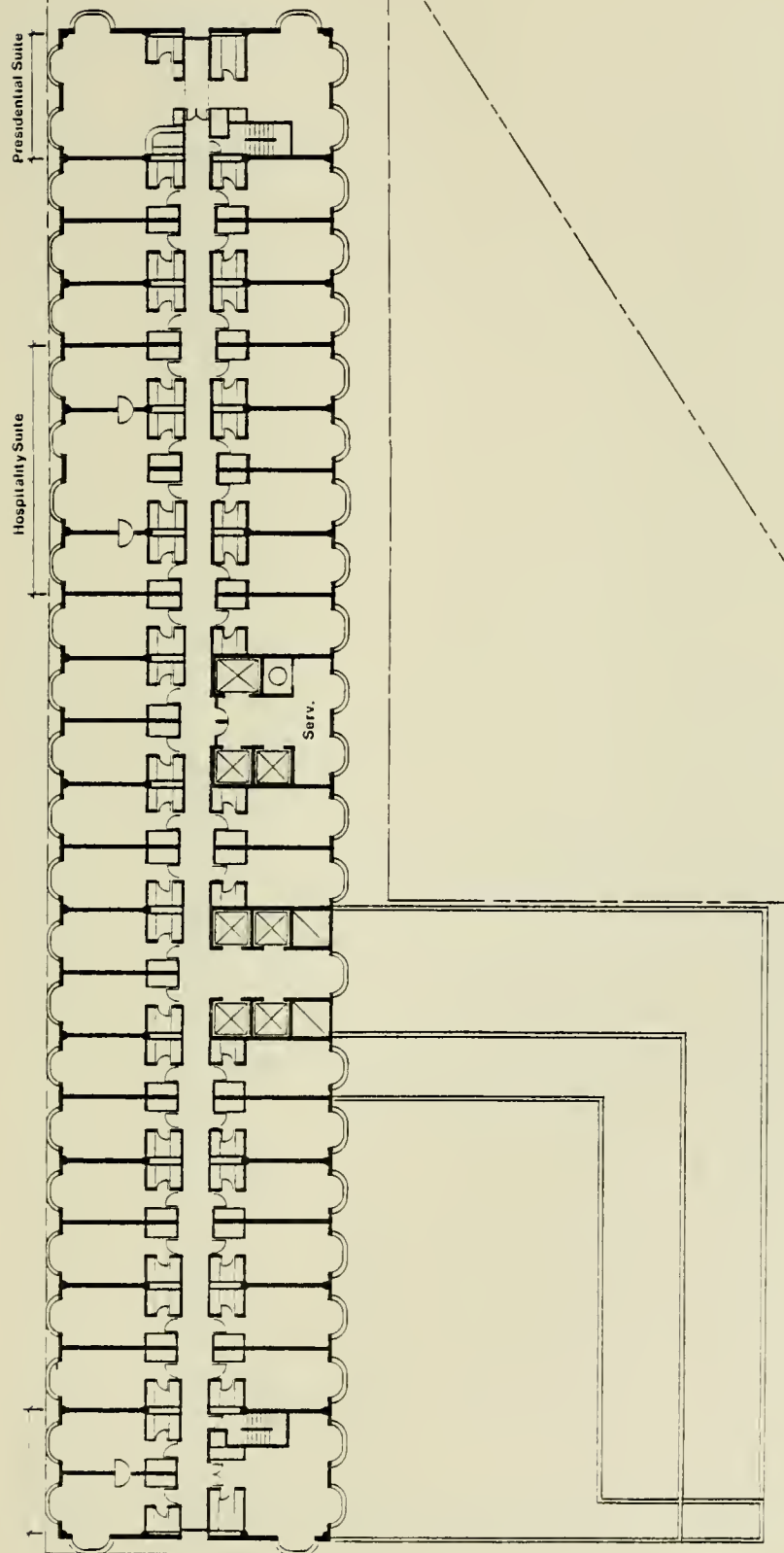












TWELFTH LEVEL

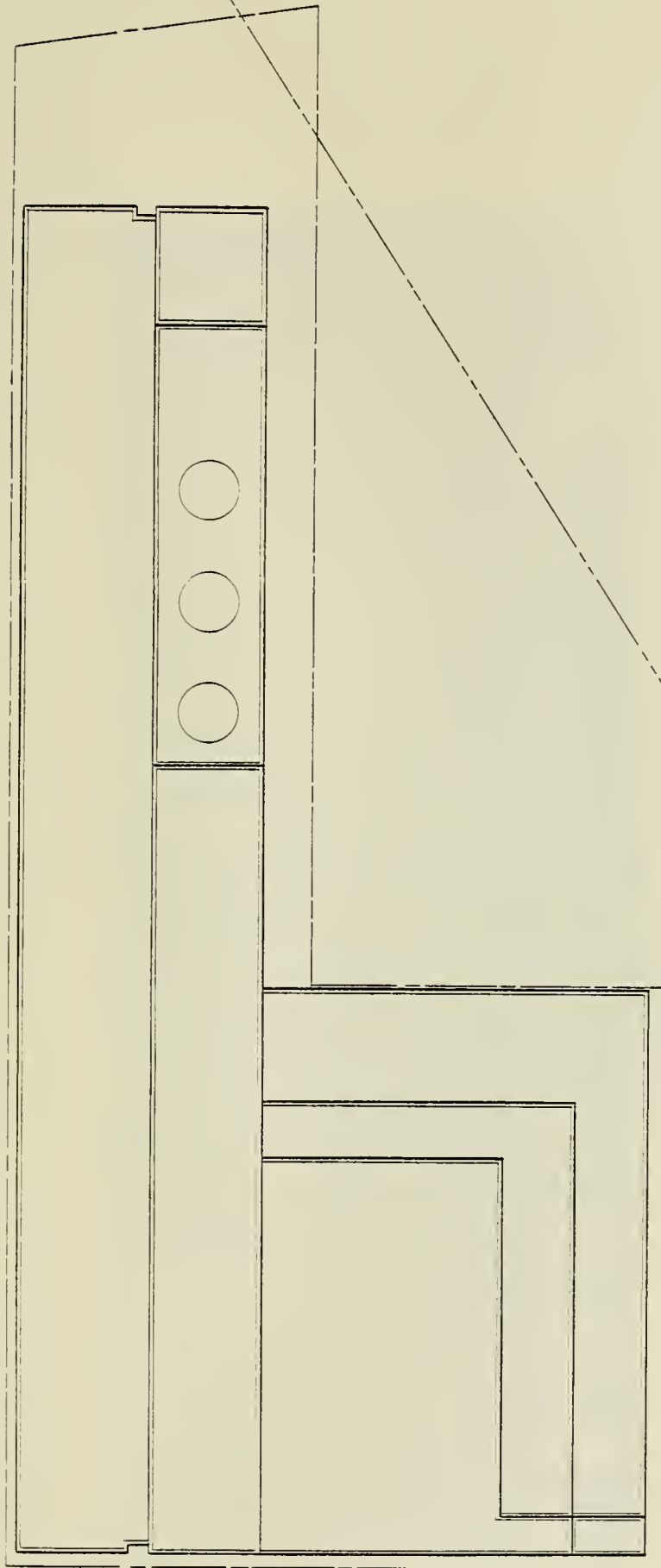








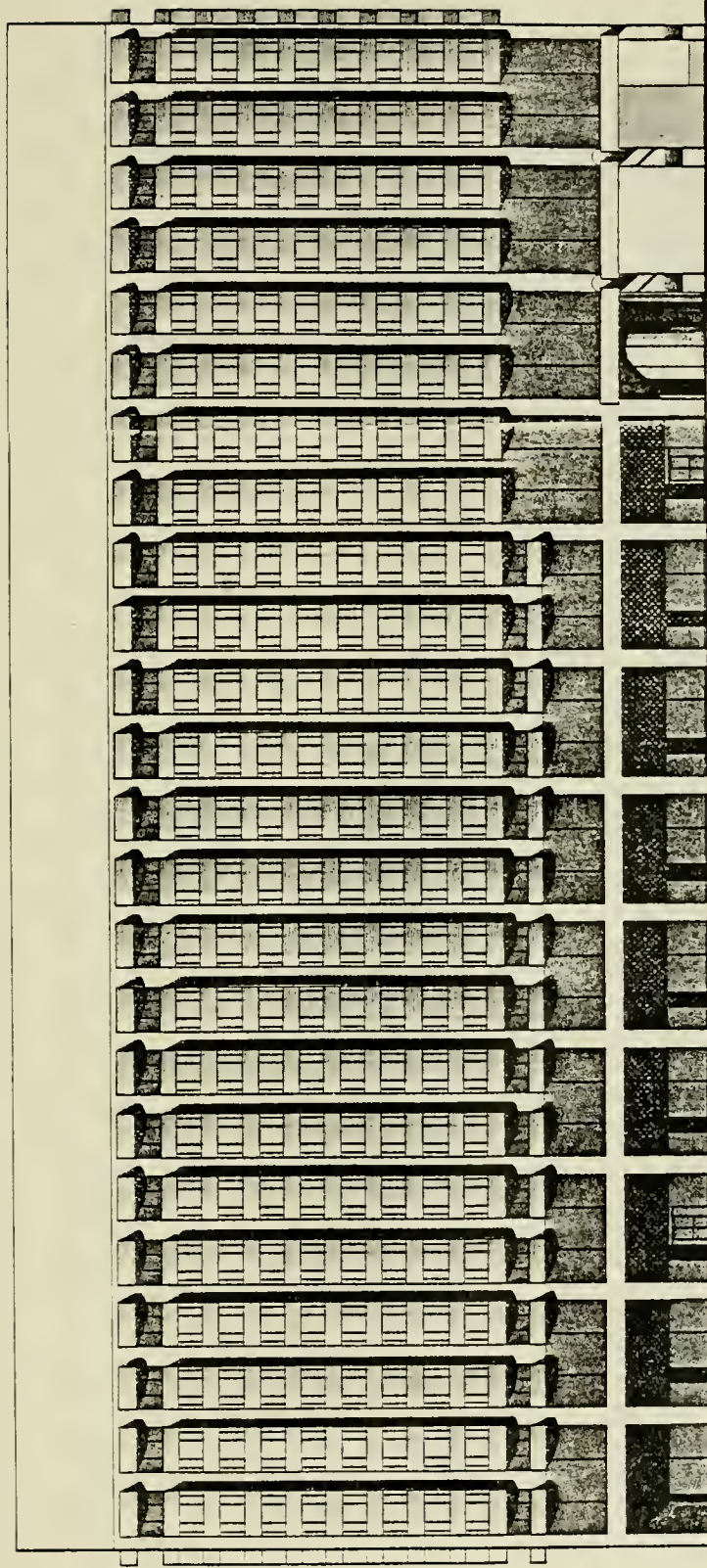




ROOF LEVEL





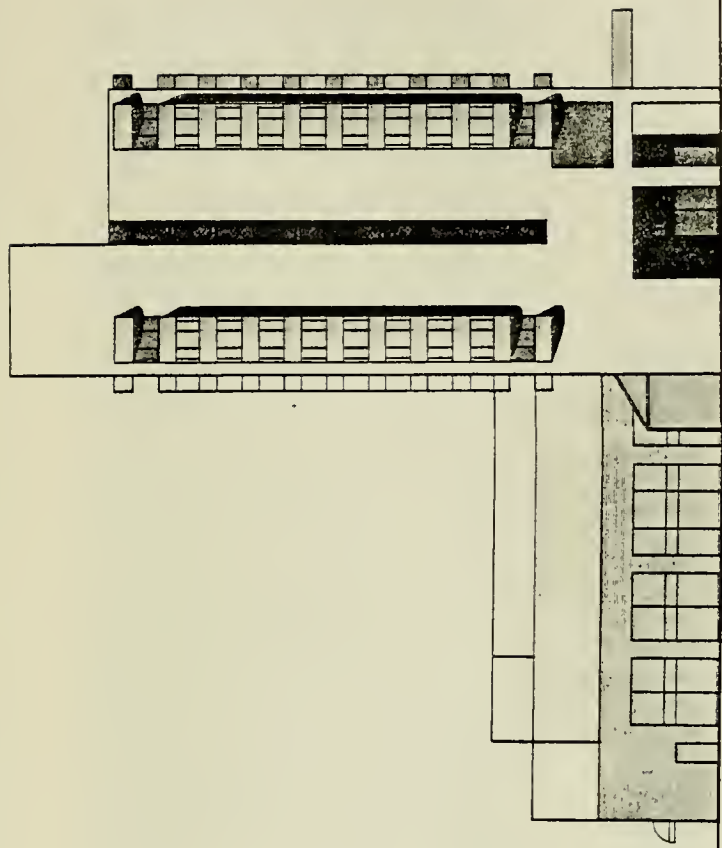


BOYLSTON ST. ELEVATION





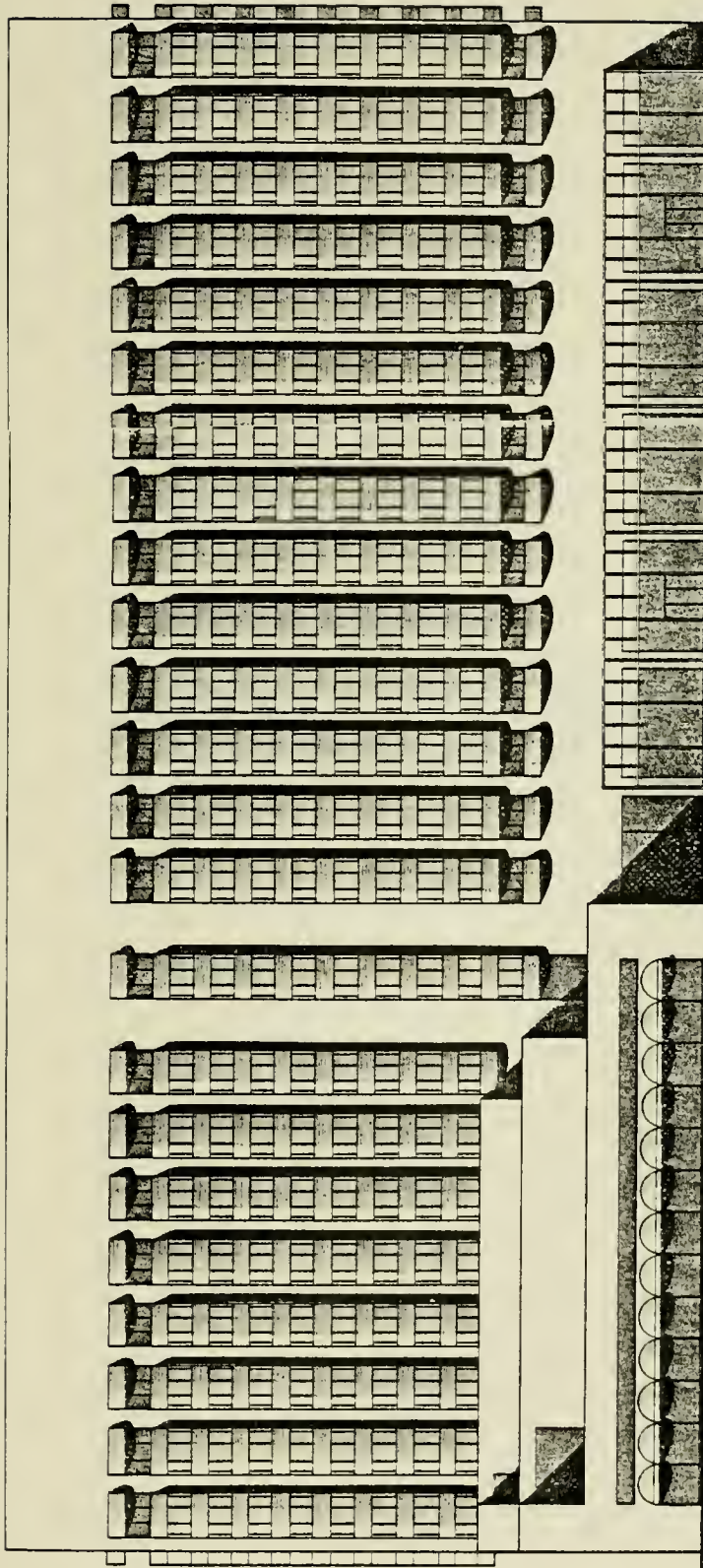




NEW CHARLES ST. ELEVATION





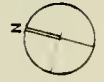
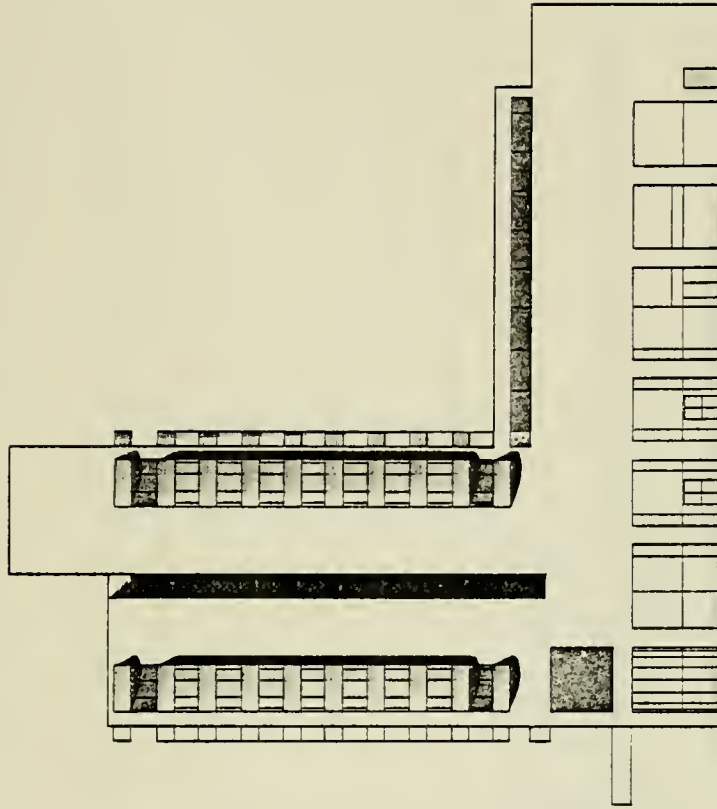


PARK PLAZA ELEVATION





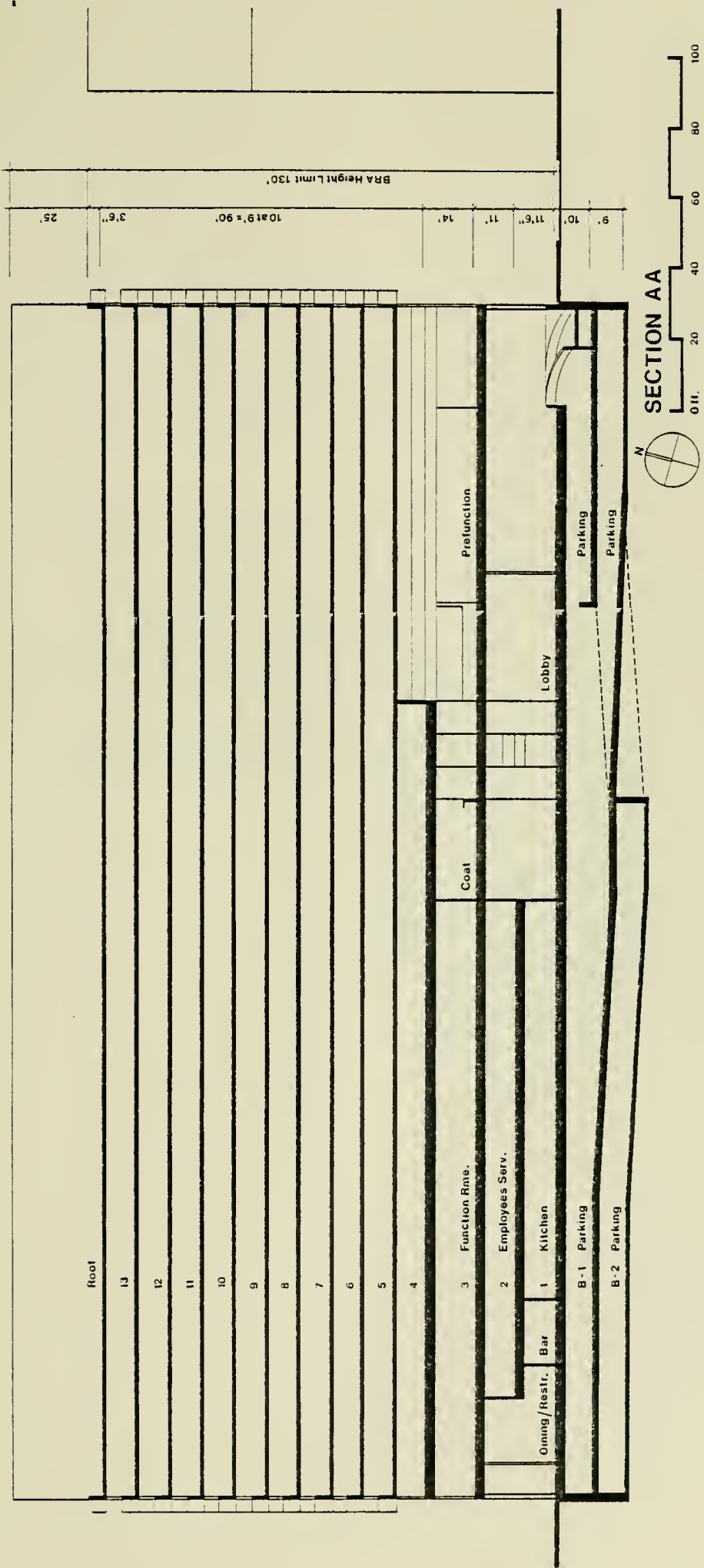




HADASSAH WAY ELEVATION

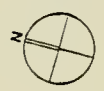
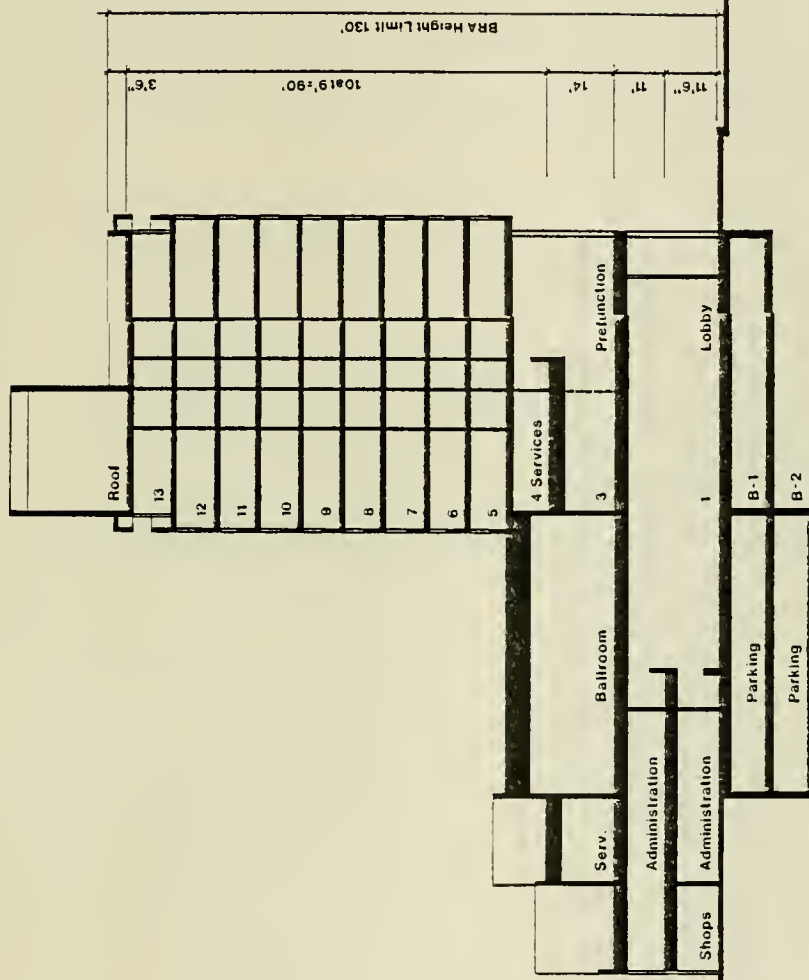








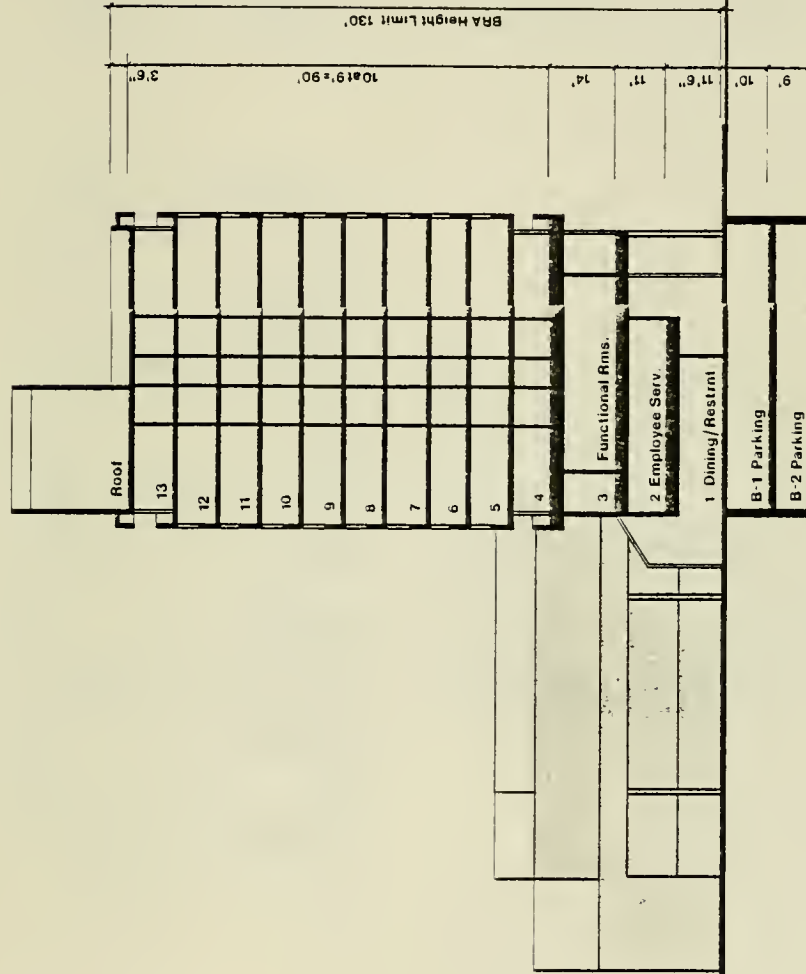




SECTION BB





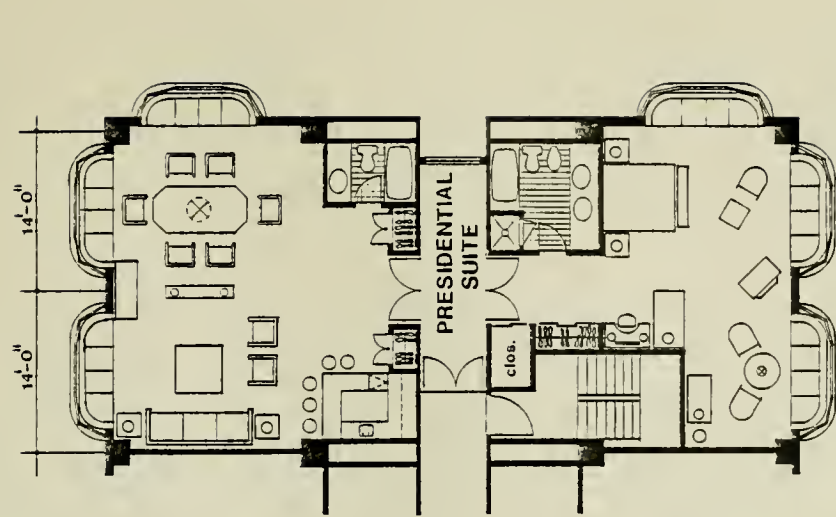
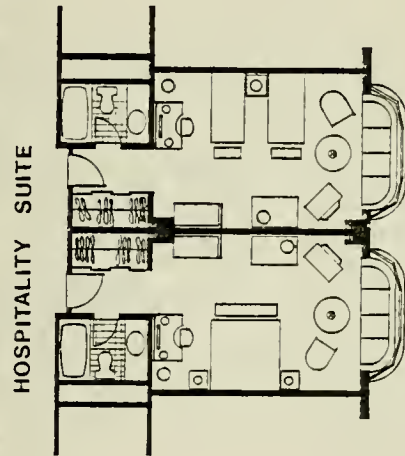
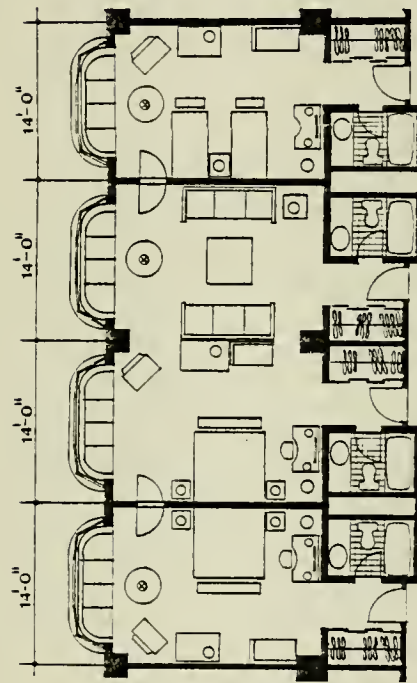


# SECTION CC









TYPICAL GUEST ROOM PLANS

0 ft 8 16 24 32 40



**5**

**ARCHITECTURAL SPACE PROGRAM**





BOSTON HOTEL AT THE GARDEN

GROSS CONSTRUCTION AREAS

by floor:	B-2	23,376	s.f.
	B-1	43,330	
	1	22,676	
	2	14,169	
	3	30,254	
	4	19,035	
	5-13	20,910	
	pent	6,156	
		<hr/>	
		347,186	s.f.
		<hr/>	

## BOSTON HOTEL AT THE GARDEN

### ARCHITECTURAL SPACE PROGRAM

<u>Guestrooms</u>	201,630 s.f.
Including rooms, baths, closets & access corridors	

<u>Restaurants &amp; Bar</u>	8,000
Lobby Bar	1,250
Restaurant	3,250
Cocktail Lounge	1,000
Coffee Shop	2,500

<u>Banquet Facilities</u>	19,500
Pre-function, Lobbies, Corridors	8,800
Main Ballroom	5,040
Function Room #1	2,300
"        "    #2	1,120
"        "    #3	1,120
"        "    #4	1,120

<u>Public Areas</u>	7,250
Lobby, Toilets, etc.	5,000
Newsstand, Stores	2,250

<u>Administration</u>	7,000
Executive Offices	5,000
Front office, Valet, etc.	2,000

<u>Service Areas</u>	41,650
Engineering Dept.	13,500
Truck Dock/Ramp	6,500
Storage, Food handling & Kitchen	9,500
Employee's Facilities	7,000
Service/Mechanical	5,150

<u>Parking</u>	56,000
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<u>Penthouse</u>	6,156
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TOTAL

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347,186 s.f.

# BOSTON HOTEL AT THE GARDEN

## ROOM COUNT

FLOOR	PRESIDENTIAL SUITE <u>2 bays</u> 2 keys 2 rms	HOSPITALITY SUITE <u>1 bay</u> 1 key 1 rm	MINI SUITE <u>1 bay</u> 1 key 1 rm	REGULAR SUITE <u>1 bay</u> 2 keys 2 rms	STANDARD ROOM <u>1/2 bay</u> 1 key 1 rm	TOTAL
13	2	1			32	
12	1	1	1	1	32	
11		1	2	2	32	
10		1	2	2	32	
9		1	2	2	32	
8		1	2	2	32	
7		1	2	2	32	
6		1	2	2	32	
5		1	2	2	32	
4			1		26	
UNITS	3	9	16	15	314	357 UNITS
KEYS	6	27	16	30	314	393 KEYS
BAYS	6	18	16	15	157	212 BAYS or 424 1/2 BAYS





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**COST ESTIMATES**





BOSTON HOTEL AT THE GARDEN

ESTIMATED DEVELOPMENT COSTS

	<u>Total (\$000)</u>	<u>Per Room</u>
Land	\$ 3,800	\$ 9,669
Hard Costs	19,500	49,618
Professional Fees		
Architects/Engineers	900	2,290
Design	300	763
Consultants	150	382
Financing	500	1,272
Legal	150	382
Overhead	650	1,654
Insurance	<u>150</u>	<u>382</u>
Total	2,800	7,125
Charges until completion		
Interest	3,000	7,634
Real estate taxes	<u>400</u>	<u>1,018</u>
Total	3,400	8,651
FF&E		
Rooms @ \$6,500	2,550	6,500
Public Space:		
Ballroom & meeting rooms	500	1,272
Other	<u>450</u>	<u>1,145</u>
Total	950	2,417
Equipment & systems	<u>500</u>	<u>1,272</u>
Total	4,000	10,178
Overall contingency	<u>500</u>	<u>1,272</u>
Total Development Costs	<u>\$34,000</u>	<u>\$86,514</u>



BOSTON HOTEL AT THE GARDEN

TOTAL PROJECT COSTS

	Total <u>(\$000)</u>	Per Room <u></u>
Development Costs	\$34,000	\$ 86,514
Pre-opening	1,750	4,453
Working Capital	500	1,272
Cash reserves for initial losses	<u>3,750</u>	<u>9,542</u>
Total Project Costs	<u>\$40,000</u>	<u>\$101,781</u>

GEORGE B. H. MACOMBER COMPANY BUILDERS

June 26, 1978

BOSTON PLAZA HOTEL ASSOCIATES  
c/o George B. H. Macomber Company  
89 Brighton Avenue  
Boston, Mass. 02134

RE: Boston Hotel at the Garden

Gentlemen:

We have made a careful survey of the schematic drawings prepared by John Carl Warnecke/Desmond & Lord, Architects, and the program prepared by Lex Hotels, and have presumed a structural, mechanical and electrical design, as outlined in the Outline Scope Description prepared by us.


We estimate that the proposed hotel structure, consisting of 393 rooms, underground parking for 157 cars, and gross construction area of 347,000 s.f., can be constructed for a maximum limit of cost of NINETEEN MILLION FIVE HUNDRED THOUSAND DOLLARS (\$19,500,000.)

This estimate is based upon the mutually satisfactory development of working drawings, employing the most economic details consistent with good trade practice and upon inclusions and scope and sub-soil assumptions, all as outlined in the Outline Scope Description attached and upon the completion of all financing, execution of all contracts, completion of demolition, availability of the site, and start of full scale construction no later than April, 1979. We estimate that construction will take 24 months.

We enclose a trade breakdown of our estimate to aid in analysis of the construction cost of the project. We look forward to working with Lex Service Group and you on the construction of this project and hope that you are the successful designee for the development.

Very truly,

GEORGE B. H. MACOMBER COMPANY

  
George Macomber, President

GM:mk

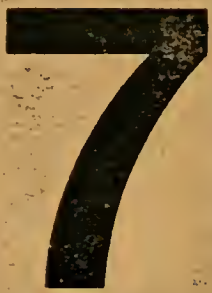


BOSTON HOTEL AT THE GARDEN  
GEORGE B. H. MACOMBER COMPANY  
BREAKDOWN  
JUNE 26, 1978

General Conditions	\$ 1,071,000.
Plant & Equipment	510,000.
Excavation	345,000.
Sheeting and Dewatering	250,000.
Site Improvements	170,000.
Formwork	1,170,000.
Reinforcing Steel	780,000.
Concrete	780,000.
Precast Concrete	635,000.
Masonry	1,360,000.
Miscellaneous Metal	430,000.
Rough Carpentry	25,000.
Finish Carpentry	50,000.
Waterproofing	290,000.
Thermal Insulation	20,000.
Roofing & Sheet Metal	105,000.
Doors, Frames and Hardware	440,000.
Special Doors	50,000.
Metal Windows	410,000.
Misc. Glass & Glazing	2,000.
Glass Enclosures	100,000.
Storefront	465,000.
Lath & Plaster	75,000.
Gypsum Drywall and Fireproofing	930,000.
Tile Work	475,000.
Acoustical	150,000.
Wood Flooring	7,500.
Resilient Floors	3,500.
Painting	175,000.
Compartments	7,000.
Flagpoles	5,000.
Toilet Accessories and Mirrors	125,000.
Vault Door	2,500.
Dock Equipment	7,500.
Parking Equipment	20,000.
Elevators	980,000.
Plumbing	1,215,000.
Sprinklers	575,000.
HVAC	2,050,000.
Electric	1,750,000.
Winter Conditions & Temp. Heat	389,000.
	<hr/> 18,400,000.
Overhead & Profit	<hr/> 1,100,000.
	<hr/> \$19,500,000.

GEORGE B. H. MACOMBER COMPANY





# 5-YEAR PROJECTIONS





BOSTON HOTEL AT THE GARDEN

5-Year Pro-Forma Projections  
Estimated Revenues & Expenses  
(in \$000)

	1982	1983	1984	1985	1986
Occupancy					
Average Rate	58%	63%	68%	75%	78%
	\$81.00	\$89.00	\$96.00	\$107.00	\$117.00
Revenues					
Rooms (a)					
Food & Beverage	\$ 7,380	\$ 8,760	\$10,150	\$12,250	\$14,250
Total	<u>4,920</u>	<u>5,840</u>	<u>6,770</u>	<u>8,170</u>	<u>9,500</u>
	12,300	14,600	16,920	20,420	23,750
	60.0%	60.0%	60.0%	60.0%	60.0%
	40.0	40.0	40.0	40.0	40.0
	100.0	100.0	100.0	100.0	100.0
Departmental Profit					
Rooms					
Food & Beverage	4,430	5,520	7,000	8,580	9,980
	<u>490</u>	<u>1,050</u>	<u>1,490</u>	<u>2,040</u>	<u>2,370</u>
Gross Operating Income	4,920	6,570	8,490	10,620	12,350
Deductions From Income					
Administrative & General (b)	1,460	1,630	1,830	2,145	2,325
Advertising & Sales Promotion	600	600	600	672	753
HL&P and R&M	1,100	1,252	1,425	1,622	1,847
Total	<u>3,160</u>	<u>3,482</u>	<u>3,855</u>	<u>4,439</u>	<u>4,925</u>
House Profit	1,760	3,088	4,635	6,181	7,425
Commercial Rentals	70	75	80	85	90
Gross Operating Profit	<u>1,830</u>	<u>3,163</u>	<u>4,715</u>	<u>6,266</u>	<u>7,515</u>
	14.9	21.7	27.9	30.7	31.6
Other Expenses					
Basic Management Fee	369	438	508	612	712
Real Estate Taxes	314	314	314	486	613
Capital Reserve	369	511	677	919	1,187
Total	<u>1,052</u>	<u>1,263</u>	<u>1,499</u>	<u>2,017</u>	<u>2,512</u>
	8.6	8.7	8.9	9.9	10.6
Net Income Available For Debt Service	778	1,900	3,216	4,249	5,003
Debt Service	<u>3,145</u>	<u>3,145</u>	<u>3,145</u>	<u>3,145</u>	<u>3,145</u>
Net Income Available After Debt Service	<u>\$(2,367)</u>	<u>\$(1,245)</u>	<u>\$( 71)</u>	<u>\$ 1,104</u>	<u>\$ 1,858</u>
	19.2%	( 8.5)%	.4%	5.4%	7.8%
(a) Including other departmental income					
(b) Including insurance					



BOSTON HOTEL AT THE GARDEN

5-Year Pro-Forma Projections Per Room

Estimated Revenues & Expenses

	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>
Occupancy	58%	63%	68%	75%	78%
Average Rate	\$81.00	\$89.00	\$96.00	\$107.00	\$117.00
Revenues					
Rooms (a)	\$18,779	\$22,290	\$25,827	\$31,170	\$36,260
Food & Beverage	<u>12,519</u>	<u>14,860</u>	<u>17,226</u>	<u>20,789</u>	<u>24,173</u>
Total	<u>31,298</u>	<u>37,150</u>	<u>43,053</u>	<u>51,959</u>	<u>60,433</u>
Departmental Profit					
Rooms	11,272	14,046	17,812	21,832	25,394
Food & Beverage	<u>1,247</u>	<u>2,672</u>	<u>3,791</u>	<u>5,191</u>	<u>6,031</u>
Gross Operating Income	12,519	16,718	21,603	27,023	31,425
Deductions From Income					
Administrative & General (b)	3,715	4,148	4,656	5,458	5,916
Advertising & Sales Promotion	1,527	1,527	1,527	1,710	1,916
HL&P and R&M	<u>2,799</u>	<u>3,186</u>	<u>3,626</u>	<u>4,127</u>	<u>4,700</u>
Total	<u>8,041</u>	<u>8,860</u>	<u>9,809</u>	<u>11,295</u>	<u>12,532</u>
House Profit	4,478	7,858	11,794	15,728	18,893
Commercial Rentals	<u>178</u>	<u>191</u>	<u>204</u>	<u>216</u>	<u>229</u>
Gross Operating Profit	4,656	8,048	11,997	15,944	19,122
Other Expenses					
Basic Management Fee	939	1,115	1,293	1,557	1,812
Real Estate Taxes	800	800	800	1,237	1,560
Capital Reserve	<u>939</u>	<u>1,300</u>	<u>1,723</u>	<u>2,338</u>	<u>3,020</u>
Total	<u>2,677</u>	<u>3,214</u>	<u>3,814</u>	<u>5,132</u>	<u>6,392</u>
Net Income Available For Debt Service	1,980	4,835	8,183	10,812	12,730
Debt Service	<u>8,003</u>	<u>8,003</u>	<u>8,003</u>	<u>8,003</u>	<u>8,003</u>
Net Income Available After Debt Service	<u>\$ (6,023)</u>	<u>\$ (3,168)</u>	<u>\$ 180</u>	<u>\$ 2,809</u>	<u>\$ 4,727</u>

a) Including other departmental income

b) Including insurance





BOSTON HOTEL AT THE GARDEN

ESTIMATION OF REAL ESTATE TAXES

It is BPHA's understanding that the effective terms determining the level of real estate taxes cannot be fixed until the project will be granted Chapter 121A tax status following designation.

However, based on conversations with the BRA (June 16, 1978), the following assumptions have been made for purposes of estimating the annual real estate taxes per room to be used in this proposal.

- A minimum of \$800 until the operations reach a "break-even" occupancy rate. Assuming the amortization of the FF&E investment at 10% over 10 years, that is an amount of \$634,000 per year, the 5-year pro-forma projections show that such an operational break-even point is reached when the hotel achieves a slightly better rate of occupancy than 68%.
- An additional percentage of the increase in rooms sales above the level corresponding to the break-even occupancy rate (assumed here, for simplicity's sake, at 68%).

These assumptions produce the following figures:

	<u>5-Year Projections of Estimated Real Estate Taxes</u>				
	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>
Occupancy rate	58%	63%	68%	75%	78%
Total Real Estate taxes/room	<u>\$800</u>	<u>\$800</u>	<u>\$800</u>	<u>\$1,237</u>	<u>\$1,559</u>
Total Real Estate taxes for hotel (in \$000)	<u>\$314</u>	<u>\$314</u>	<u>\$314</u>	<u>\$486</u>	<u>\$613</u>



8

FINANCING





BOSTON HOTEL AT THE GARDEN

393 ROOMS

MORTGAGE ANALYSIS

	Total (\$000)	Per Room
Net Income available for debt service	\$ 5,003	\$ 12,730
Adjustments		
Return on FF&E (4M)	634	1,613
10 Years @ 10% C=15.86%		
Net Income available to real estate	\$ 4,369	\$ 11,117
Capitalized value at 10.5%	\$41,610	\$105,878
Mortgage requested		
Loan/Value ratio	72.10%	
Amount	\$30,000	\$76,336
Interest ratio	9.5%	
Term	25 Years	
Constant	10.48%	
Payment	\$3,145	\$8,003
Financing		
Mortgage	\$30,000	\$ 76,336
Equity funds	10,000	25,445
Total project costs	\$40,000	\$101,781

## BOSTON HOTEL AT THE GARDEN

### PROJECT FINANCING

The total project cost of \$40 million will be financed as follows:

	<u>(In Millions)</u>	
Mortgage	\$30	75.0%
Equity	3	7.5%
Lex subordinated loans	<u>7</u>	<u>17.5%</u>
	\$40	100.0%
	<u>      </u>	<u>      </u>

1. The mortgage will contribute about 75% of total project costs. Based on the designs provided by the architects, the George B.H. Macomber Company has been able to establish a complete trade breakdown and define the base for a guaranteed maximum cost contract of \$19.5 million. The Equitable Life Assurance Society, which finances two hotels operated by Lex, is very knowledgeable of Boston, believes there is a need for a deluxe hotel in the City and agrees that the site is well suited for the proposed hotel. It has expressed a serious interest in providing the construction loan and long term mortgage financing for the proposed hotel, as is seen in the enclosed letter from Mr. Gordon Clagett, divisional manager of Equitable's Boston office.
2. The equity investment of \$3 million will be provided by the limited partners of the Boston Plaza Hotel Associates limited partnership.
3. Lex Service Group will provide \$7 million in the form of subordinated loans and guarantees for the project to finance FF&E expenditures, cover working capital and initial operating losses.



THE EQUITABLE LIFE ASSURANCE SOCIETY OF THE UNITED STATES  
One Boston Place, Room 2340, Boston, Massachusetts 02108 (617) 723-7183  
MORTGAGE AND REAL ESTATE INVESTMENTS

GORDON J. CLAGETT  
Division Manager

June 26, 1978

Boston Plaza Hotel Associates  
c/o George B.H. Macomber Company  
89 Brighton Avenue  
Boston, Massachusetts 02134

Dear George:

At the request of Mel Cooper, this is to confirm to you our general interest in continuing discussions relative to the financing of a proposed Lex Hotel in the Park Plaza redevelopment area.

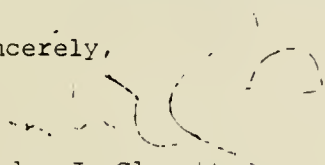
It is my understanding that you and your firm will be involved as a contributing equity partner, as well as general contractor, and that the Lex Group will also be involved in the equity structure in addition to being the hotel operator. In my discussions with Mel Cooper, he has advised that approximately \$10 million will be available from cash equity or subordinate financing and that you will be seeking first mortgage financing of \$25 to \$30 million.

As you know, the Equitable has outstanding mortgage loans on the Royal Orleans and Friendship International Hotel, both of which are owned and operated by Lex. To my knowledge, our experience with them has been most satisfactory and they do enjoy a fine reputation with our firm. I might also mention that our involvement with the Macomber Company as a result of our financing of the Cape Cod Hospital has certainly resulted in our having the highest regard for your capabilities and expertise.

Although I have not had benefit of a detailed economic or feasibility analysis, the project does hold interest for us, primarily due to the potential of its location as well as the financial credibility and responsibility of the proposed ownership and operator. We would, however, want to be certain that certain other aspects of the redevelopment plan for Park Plaza, including traffic patterns, would proceed prior to, or concurrent with, your development.

Please keep me up to date on your progress with the city as well as your economic analyses. I look forward with interest to our continued discussions.

Sincerely,

  
Gordon J. Clagett

cc: Mr. G. Lenox  
Mr. M. Cooper



GSA EQUITY, INC.  
319 THIRD AVENUE  
NEW YORK, N.Y. 10022

212 980 3955

June 27, 1978

Boston Plaza Hotel Associates  
c/o George B.H. Macomber Company  
89 Brighton Avenue  
Boston, Mass. 02134

Re: Boston Hotel on Park Plaza Site

Gentlemen:

Based upon our review of preliminary plans, the feasibility study prepared by Lex Hotels, Inc., the project's location as well as the Operator's experience and financial capabilities, our firm is very interested in providing \$3,000,000 of equity for this project.

Our firm, which provides financial and tax planning services, is also a registered investment advisor. In that capacity, we review, analyze, structure and recommend real estate private placements to our clients. Within the past three years, our clients have provided equity funds for the following Hotel projects:

Hilton Hotel, Wichita, Kansas  
Hilton Hotel, Austin, Texas  
Hilton Hotel, Shreveport, Louisiana  
Hilton Hotel, Little Rock, Arkansas  
Hilton Hotel, Fort Lauderdale, Florida  
Registry Hotel, Scottsdale, Arizona

We are convinced that the site in Boston is an excellent one and that the Hotel as designed will be an economically viable entity. Although our commitment is based on a best efforts undertaking only, we are confident of our ability to satisfy the equity needs on a timely basis.

If we can be of further assistance, please contact us.

Sincerely yours,

*John A. Gold*

John A. Gold

JAG/fc

# Lex Hotels, Inc.

28 June 1978

Boston Plaza Hotel Associates  
c/o George B.H. Macomber Company  
89 Brighton Avenue  
Boston, Massachusetts 02134

Gentlemen:

This will confirm our several discussions with your representatives concerning a hotel to be developed on a portion of the Park Plaza Urban Renewal Project site in Boston, Massachusetts. You have advised us that you are submitting a proposal to the Boston Redevelopment Authority for designation as the redeveloper of that site.


It is our desire to cooperate with you in the development of the hotel and to operate and manage the hotel pursuant to a Management Agreement on a long term basis in terms to be negotiated. Furthermore, assuming the fulfillment of the conditions set forth in your proposal to the Boston Redevelopment Authority, which would, if you are designated as the redeveloper, provide you with the incentives to commence and carry to completion the development of this hotel, we would provide or cause to be provided \$7,000,000 in cash to be used in the development by way of a subordinated loan repayable to us out of the cash flow of the operating hotel in an order of priority to be agreed.

Our experience in the planning, development and operation of luxury hotels in the United States and England leads us to the conclusion, after a careful analysis of your program, preliminary plans, and our own marketing survey and feasibility study, that this project will produce an outstanding luxury hotel which will perform well in its location. The City of Boston is in need of such a facility, and we look forward to working with you on the project. We are ready to pursue planning, technical assistance, and negotiations toward agreements with you immediately.

Sincerely yours,

LEX HOTELS, INC.

By

  
Richard J.G. Archer  
President





6

**MARKET STUDY**





LEX HOTELS  
MARKET STUDY FOR THE  
BOSTON HOTEL PROJECT

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Lex Hotels  
May 5, 1978



## I. INTRODUCTION

Over the past few months the Hotel Group has had discussions with a Boston real estate developer regarding a new 400-room deluxe hotel proposed to be built in downtown Boston.

The project is to redevelop a site facing onto the Boston Public Garden. The site is currently occupied by a number of old small buildings which will be demolished and replaced by a 393-room deluxe hotel, an expensive office development, a high-rise apartment block and an underground parking garage.

This report assesses the market for such a hotel, the suitability of the site and defines the basis for business projections.



## II. CONCLUSIONS

- . There is a strong market for a new deluxe hotel in Boston.
- . The site is attractive and the most ideal available.
- . There are potential timing problems because of the associated developments which must be given full consideration in planning the exact opening date.
- . The level of real estate taxes is potentially very high and uncontrollable, and the position should be satisfactorily negotiated prior to commitment.
- . In Section VII of this report, low, most likely and high projections are developed. The "most likely" projections for a mid-1981 opening are summarized below:

	<u>1981/82</u>	<u>1982/83</u>	<u>1983/84</u>	<u>1984/85</u>	<u>1985/86</u>
Occupancy	58%	63%	68%	75%	78%
Average Rate	\$81	\$89	\$96	\$107	\$117

### III. THE ENVIRONMENT

#### A. Economic

Following the second world war, there was a dramatic decline in Boston's residential population. The upper and middle income families followed prosperity out of the city, attracted to the suburbs by easily financed housing and new schools. As a result, the quality of the living environment in the central city began to deteriorate.

However, during the sixties there was a resurgence of job growth, an office building boom and a stability of the city's population.

The City of Boston, particularly downtown Boston, has a significant role in the regional economy. It is:

- the seat of state government and a central administrative center for much of New England.
- the office and financial center for New England.
- a national center for higher education and medical services.
- the retail, cultural and entertainment center for the region.
- the site of major historical landmarks and a national tourist attraction.
- an international port and regional transportation center.

These activities have provided a strong element of continuity to the city's economic life. The previous two decades have witnessed a major upheaval of the local economy - a dramatic growth in service employment with an absolute decline in manufacturing jobs. This shift parallels national trends but has been more pronounced in Boston because:

- Boston was particularly able to benefit from the postwar service revolution because of its prestigious educational and medical institutions, its long specialization in government and other services and its strong financial base.
- Boston's manufacturing industries in non-durable goods were particularly vulnerable to the cheaper labor markets in the south and to foreign imports.

The resultant changes have not been without social and economic stresses, but the overall impact has been highly beneficial. Much of the service growth has been in high value, high-technology industries. Strong growth in financial services was a key factor in the office building boom which the city has been experiencing since 1960. Indeed, today, the City of Boston directs over one-third of U.S. mutual fund assets.

The high energy costs, which previously contributed to a lagging of the regional economy behind the national economy, have been absorbed; and there is less need than in other parts of the country for further adjustments towards new high cost energy sources.

The core area of Boston has played a special role in the city's renaissance. Although the downtown land area represents less than 8% of the city's total land area, it contains almost all of the vital business, financial and government facilities of the city and, to a large extent, the metropolitan region. During the past decade, it has experienced an important increase in new high-quality office space, middle and upper income highrise apartments and an upgrading in the cultural, entertainment and other supporting facilities.

Included in the downtown area are some of the most diverse and interesting residential neighborhoods in the city - the predominantly Italian North End, Chinatown, the brick and brownstone mansions and townhouses of Beacon Hill and Back Bay and the recent revival areas of Cove-Bay Village and the Waterfront. Part of the special charm of Boston is that these established neighborhoods are intermingled with the business, governmental and cultural activities of the central area.

The Boston metropolitan area ranks eighth in the U.S. in terms of population, buying power and retail sales. Its population is approximately 3 million, with 660,000 living in the city itself.

Projections have been made of economic and population growth trends by the Boston Redevelopment Authority. The full realization of the city's growth potential will ultimately depend on the ability of the public and private sectors to marshal a capital investment program that can provide the necessary facilities and infrastructure to accommodate and facilitate this growth potential. However, in the context of previous trends and national economic projections, these forecasts do not look excessively optimistic.

The projections call over the next decade in downtown Boston for an extra 60,000 jobs, 20,000 new residents, over \$200,000,000 in new retail activity and the attraction of an additional 1,500,000 visitors a year.

The key factor in the optimistic outlook for downtown growth and development is the projected expansion in employment, particularly in the high grade service activities - financial and insurance, medical services, higher education, business and government services. The City of Boston's economy is in a strategic position to capture more than its share of substantial growth projected for the nations service activities over the next decade.

An important factor relating to hotel location is the concentration of office space in the downtown area which contains 70% of all office space in the metropolitan region. Moreover, the downtown area has been capturing an increasing share of new office construction in the region. For example, 72% of the more than 13 million square feet of new office space built in the Boston metropolitan region in the 1971-1975 period went to downtown Boston. Even with this heavy concentration of new office development, the downtown office market consistently had lower vacancy rates than the suburban market. This predominance in the regional office market is not only due to locational advantage shared in some degree by all central city areas, but has occurred because Boston's service growth has come in those sectors with strong ties to a downtown location. Also, Boston, because of its age and rapid transit system, is more compact than younger cities that experienced proportionally more of their growth in the automotive age.

Logan International Airport, the eighth largest airport in the U.S., is a major gateway airport to Europe. It has recently undergone major expansion, and as its capacity for passengers is now almost twice the current levels, there will be no constraints on growth in the foreseeable future.



<u>Year</u>	<u>Number of Passengers</u>
1970	9.4 million
1975	10.5 million
1976	11.0 million
1977	12.2 million
1978	13.5 million (estimated)

### Economic Trends 1960 - 1985

#### Population

<u>Year</u>	<u>Downtown</u>	<u>City of Boston</u>	<u>Metro Area</u>
1960	46,000	698,000	2,589,000
1970	47,000	641,000	2,753,000
1975 (est.)	55,000	657,000	2,918,000
1980 (projected)	73,000	690,000	3,246,000

#### Employment

1960	237,000	501,000	1,080,000
1975	270,000	535,000	1,301,000
1985 (projected)	330,000	617,000	1,545,000

#### Office Development

1960	18 million sq. ft.
1975	33 million sq. ft.
1985 (projected)	42 million sq. ft.

#### Retail Sales (Millions, 1970 Prices)

1963	\$559	\$1,452	\$4,657
1972	\$491	\$1,520	\$6,388
1985 (projected)	\$710	\$2,035	\$9,318

Source: Boston Redevelopment Authority

#### B. Taxation

Somewhat offsetting the structural improvement in the economy, a serious financial situation developed in the city over the last decade culminating in a crisis in 1976. At that time there was a severe lack of investor

confidence. The "official" deficit in the fiscal year ended mid-1976 was \$20.7 million but, taking into account one-time accounting devices, could be interpreted to be as high as \$40 million. The liquidity position was also in bad shape with temporary state loans of \$30 million outstanding. As a result, there was a 30% increase in the tax rate for fiscal 1977 - up to \$250 per \$1,000, although this should be seen in the perspective of no tax rate increases for four years.

Since that time significant progress has been made:

1. The Mayor has launched a successfully implemented cost-cutting program.
2. The operating deficit for fiscal 1977/1978 was reduced to around \$10,000,000 with only a modest 3-4% overrun.
3. The liquidity situation has improved and borrowing from the state has come down from \$30,000,000 in fiscal 1976 through \$15,000,000 in 1977 to zero in 1978.
4. A firm of independent auditors has been retained, whereas previous audits were carried out internally.
5. Prior to this point, water and sewage facilities were not fully charged for but were funded from the general tax rate. An independent authority has now been established and costs will be fully recovered. This could, however, mean that costs for these items could double.
6. The tax rate is being held at the same level for the upcoming fiscal year.

There are still, however, a number of significant problems facing the city.

Property taxes at 8-9% of real value are excessive by comparison with other cities. The city needs to broaden its base of revenue collection as currently 70% of revenue arises from property taxes. However, little progress is being made because of the political problems involved. A court order has been made to revalue property at 100% by 1980 but this is moving slowly, primarily because of the implication of a big increase of private property taxes. There is also a move to duck the issue of property revaluation through a reclassification process in which businesses would carry a higher assessed value relative to their real value than would private property. This would require a

constitutional change and is the subject of considerable controversy. However, the judge in charge of this situation has a reputation for being single-minded and aggressive in its implementation.

There are, however, a number of cases before the Appellate Tax Court concerning claims over property tax assessment which the city is expected to lose and could cost between \$40 million and \$100 million in revenues. The damage, in fact, could be even greater because of the potential opened up for other parties to claim over assessment.

Another problem concerns around \$800 million of unfunded pensions, which is effectively a debt on the city, which is bound to be an upward pressure on tax levels.

Although tight control is currently exercised over city expenditures, to be successful this control must be continued over many years. The initial budget put forward for 1978/1979 is \$308 million which is 6.8% up on last year and could be interpreted as a loosening of control. It will be necessary to increase the tax base by \$45 million to bridge the gap between this proposed budget and the expected revenues.

Thus despite the fact that the state has generated a surplus in 1977/1978 and there are political pressures to give something back to the electorate, there seems little reason to believe that there will be any significant reduction in the level of commercial property taxes in the foreseeable future.

The high tax rates, coupled with activist conservationist and fairplay groups, have begun to slow down commercial development, particularly in the hotel field.

The 300-room Colonnade built in 1971, a 360-room Howard Johnson in 1972 and a 428-room extension to the Sheraton in 1975 have been the only recent developments in the city. Across the river in Cambridge, Hyatt built the 488-room Hyatt Regency in 1976.

Other major hotel chains, although attracted to the city, have not as yet been able to put deals together and will probably not be able to do so without tax stabilization agreements. This is a subject of uncertainty and

controversy at the moment. The Statler Hilton closed in December 1976 claiming to be unable to make adequate profits on a property tax of \$2,000 per room. It was rescued by a local hotelier and investor who obtained the concession of an immediate reduction in taxes to \$1,000 per room, but with no long-term agreement. The achievement of a tax agreement on the Park Plaza development is, therefore, a key issue in assessing the potential profitability of the project. For example, at the "normal" level of \$2,000 per room, annual real estate taxes would equal \$800,000 a year, and at the lowest level believed to have been achieved of \$700 a room, it would be \$280,000. The "quid pro quo" of such a tax agreement in the form of a 121A is, of course, a charge on revenues subject to certain levels of profitability being achieved.



#### IV. THE HOTEL MARKET

Boston has consistently had one of the highest average annual hotel occupancy rates of any major city in the U.S. City-wide occupancy is currently running at an annual rate around 75%. The seasonal pattern is one of a soft winter period, but relatively strong throughout the rest of the year. The somewhat unusual June and September peaks are directly related to the large number of educational establishments which generate large volumes of business in June associated with graduation and in September associated with parents accompanying students for enrollment.

January	53 - 58%
February	55 - 60%
March	58 - 63%
April	70 - 75%
May	75 - 80%
June	80 - 85%
July	68 - 73%
August	75 - 80%
September	80 - 85%
October	85 - 90%
November	73 - 78%
December	60 - 65%

Hotel rates in the city are below the levels of New York and Chicago and have not shown the same rate of growth in recent years.

The segmentation of hotel business within the city is estimated as follows:

Business Transient	55%
Convention Visitors	26%
Tourist	14%
Other	5%

##### A. Business Transients

The steady growth in the downtown service economy and concomitant growth in office employment has generated a substantial increase in this segment. Estimates made by the Boston Redevelopment Authority put the increase at around 4% per annum in the period 1960-1975. The economic

projections discussed in the previous section call for increases in employment in the City of Boston at a slightly faster annual rate over the next ten years. Therefore, it is assumed that a continuing 4% growth rate is not an unreasonable assumption.

B. Convention Visitors

Boston is not a major national convention city although it is an important regional convention center. The last two years have seen a significant increase in convention business, which is associated with an improving economic situation, as particular interest in Boston stimulated by the Bicentennial and the development of the Convention and Tourist Bureau as a separate entity as distinct from an operating department of the Chamber of Commerce.

<u>Year</u>	<u>No. of Conventions</u>	<u>Attendance</u>	<u>Volume</u>
1974	275	236,065	\$37.8 million
1976	283	283,225	\$70.0 million
1977	235	185,000	\$55.0 million
(as at 1/1/77)			
1978	228	268,560	\$80.0 million
(as at 1/1/78)			

The Convention Bureau expects 1978 to be a record year for both attendance and dollar volumes.

Further growth in convention business may be limited by shortage of both convention space and hotel accommodations. The main convention hall, the John B. Hynes Auditorium, contains 150,000 square feet on two floors including 30,000 square feet for exhibits on meetings of up to 5,500 people. It is currently around 90% occupied, and thus offer little further growth potential.

Although the Boston hotels have considerable meeting facilities, they often require to use supplemental accommodations to attract the larger events. For example, one third of conventions held at the adjoining Sheraton-Boston Hotel utilized the Hynes Auditorium.

There are only 3,305 hotel-rooms in Boston that are committable to conventions, and this total includes several cheap properties which most conventions would not consider.

These limitations have led the Boston Redevelopment Authority to publish a document discussing the alternative methods of attracting more convention business to Boston. It concludes that Boston needs a new convention hotel of 1,000 rooms and several smaller properties providing 600-800 rooms in total. In addition, it recommends a detailed study as to whether the convention capacity should be increased by expansion of Hynes or the building of a new auditorium.

It can be concluded, therefore, that any significant further expansion in the convention business will be accompanied by extra associated hotel rooms.

C. Tourist

Boston has increased its attractiveness as a tourist center both because of its historical connections, highlighted by the Bicentennial, and the redevelopment of its old decayed waterfront areas such as Faneuil Hall and Quincy Market. It is estimated that there has been a 50% increase in tourist visitors since 1960, going from two million visitors annually to three million in 1974 with a potential annual tourist volume reaching 3.2 million by 1985. Most of these tourists are looking for cheap or moderately-priced accommodations.

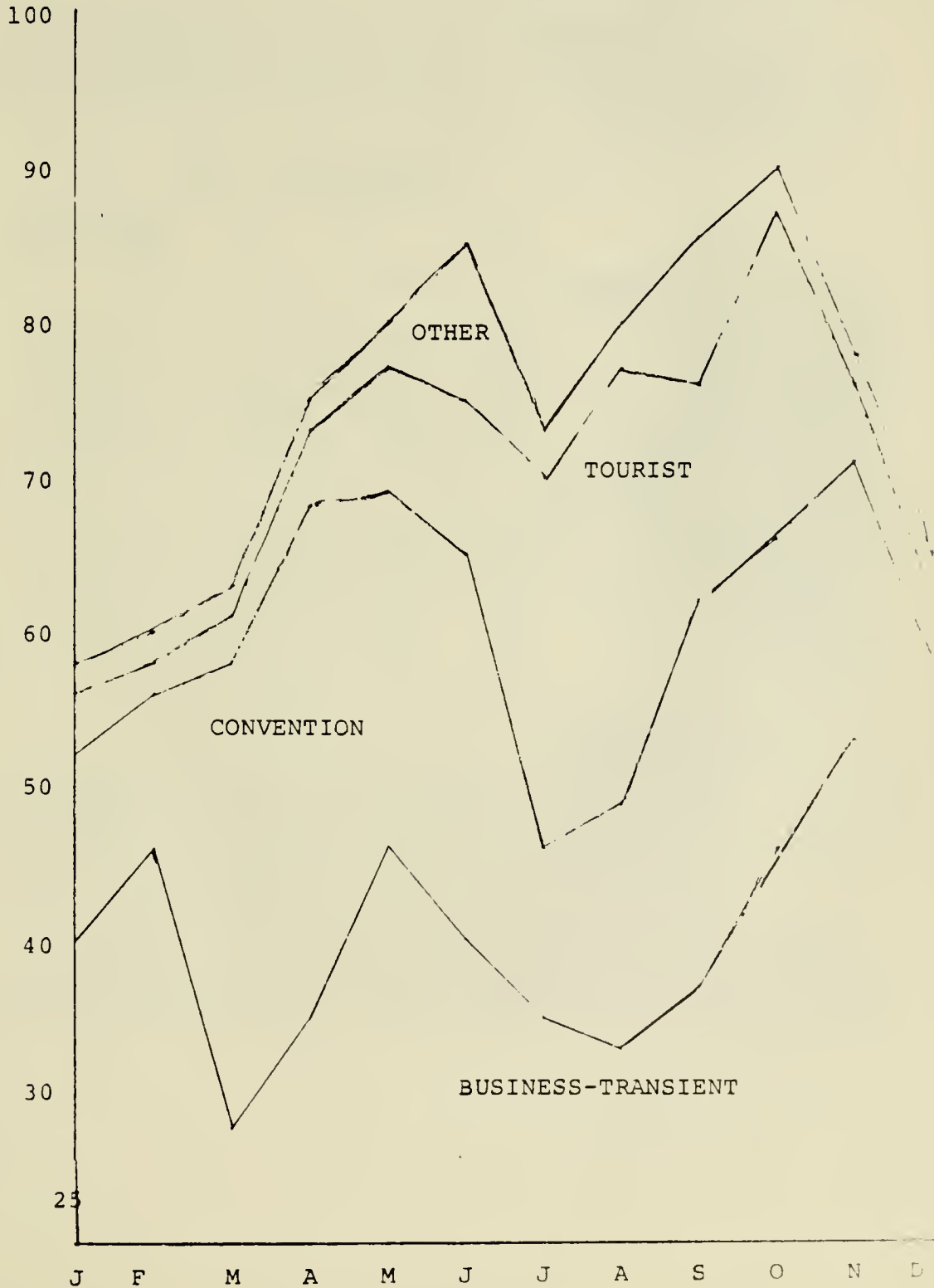
D. Others

"Others" is comprised mainly of visitors to medical and educational institutions. They are difficult segments to quantify but would appear to use the whole range of accommodations available in Boston. For example, the Holiday Inn, adjacent to the Massachusetts Hospital, runs a 99% occupancy with many of its guests visiting the hospital. At the other end of the scale, the Ritz Carlton has a small number of long term guests visiting Boston for specialized medical treatment.

ESTIMATED SEASONALITY OF OCCUPANCY BY SEGMENT

BASED ON DATA FOR 1976 AND 1977

% OCCUPANCY



## V. THE COMPETITION

### A. Current Properties

The competition to a first class/deluxe hotel would come from the hotels listed below. For the first few months of 1978, occupancies are running one or two points ahead of 1977.

as at June 1, 1978					
<u>Published Rm. Rate</u>					
<u>Hotel</u>	<u>Rooms</u>	<u>Sgl.</u>	<u>Dbl.</u>	1978	1977
				<u>Estimated</u>	<u>Est. Occ</u>
<u>Primary Competition</u>					
Ritz Carlton	265	\$60-66	\$65-72	\$55-58	76%
Colonnade	300	\$54-60	\$62-68	\$45-48	68-70%
Parker House	547	\$43-60	\$51-73	\$36-38	79%
Copley Plaza	353	\$44-61	\$52-69	\$33-35	66%
Sheraton Towers	147	\$60	\$72		
<u>Secondary Competition</u>					
Sheraton-Boston	1285	\$45-53	\$57-65	\$37-40	75%
Hyatt Regency- Cambridge	500	\$45-71	\$56-84	\$38-40	65%
Sonesta-Cambridge	200	\$45-48	\$50-56	\$39-41	74%
Marriott	433	\$42-51	\$50-59		
Howard Johnson's "57"	351	\$40	\$48	\$36-38	80

#### 1. Ritz Carlton

The Ritz Carlton is an old established hotel which is regarded by many as the best hotel in Boston. It has the highest rates in the city and accepts only transient and corporate business. It is seen very much as a local institution, and it has a very high reputation for food and beverage although has little banquet and function space.

The hotel is owned by Cabot, Cabot & Forbes, and they are proposing to build an 80-room addition as



part of an 18-story tower of condominiums on the vacant site immediately north of the hotel. This proposed addition would also contain several large function rooms able to cater for parties up to 300-400 people. The food and beverage business is nearly all social business and the hotel competes specifically in banqueting with the Copley Plaza, the Parker House and, to some extent, the Sheraton. It is, however, considerably up market from these competitors with an average food check for dinner of \$22-\$25 exclusive of beverage, service and tax. The hotel is remarkable for the number of old people among its clientele and has a somewhat stuffy atmosphere. The hotel does not appear to have the same attraction for younger executives in the higher-income brackets.

2. Colonnade

The Colonnade, owned by Bertram Drucker, a local real estate developer, is the most recently built hotel in the first class/deluxe segment. Its market strategy appears to be to compete directly with the Ritz Carlton and so differentiate itself from the other hotels in its category. It has the advantage of modern design but does not achieve the "grand hotel" image that its advertisements attempt to convey. The lobby is unimpressive and the standard of staff, facilities and large number of tour guests milling around all militate against its market strategy. The hotel also has a problem with its location. It is on the south side of Huntington Avenue and adjacent to some very poor housing areas.

3. Parker House

The Parker House, owned by Aer Lingus, is operated by the Dunfey family. It has undergone extensive renovation in recent years. It is located in the central business district within easy walking distance of key commercial and government offices. It is the only first-class hotel in this area and thus its location provides a powerful competitive edge.

The business mix contains a high proportion of cheap business from both the airlines and "per diem" government employees. However, since the most recent renovations, the hotel has become increasingly attractive to businessmen visiting nearby offices. The hotel's

banqueting business is mainly corporate and association business with a relatively low average food check for dinner of around \$12-\$15. The hotel has a ballroom which can cater from 300 to 500 people but lacks a garage.

4. Copley Plaza

The Copley Plaza was purchased from the Sheraton Hotel Corporation by the J. Hancock Insurance Company following the construction of the nearby Hancock building and the ensuing problems of windows breaking and weakened foundations. Its location in Copley Square is extremely good and the hotel itself is a very imposing building. The hotel enjoys a somewhat faded reputation in Boston and increasingly is catering to tours and groups having lost some of its transient business. In order to continue to be competitive, the hotel needs a great deal of renovation of which, at this time, there is no sign.

5. Sheraton-Boston

The primary competition from the Sheraton comes from the towers section of the hotel which contains 147 rooms on the top four floors of the original tower block. Guests in the tower section have a separate registration and checkout facility on the 29th floor. They are given a more personalized service with extra room supplies, night maid service for bed turndown, etc. The rooms are, however, not significantly different from the other rooms in the hotel. In 1975 a second tower of 428 rooms was added to the hotel and this new block shares common facilities with the original hotel. The tower section allows Sheraton to attract the more affluent or senior conventioners who might normally stay at a more luxurious hotel away from the convention headquarters. The Sheraton-Boston has possibly done more for developing the Boston convention business than any other facility or organization.

6. The Hyatt Regency-Cambridge

The Hyatt was opened in 1976 and has had a difficult time establishing itself. This arises from its location across the Charles River in Cambridge.

Although in fact, the river is more a psychological barrier than a real barrier in terms of journey time from downtown Boston. The hotel is a typical Hyatt with its atrium and dramatic interiors. Car parking has been a problem for the hotel because of design mistakes causing limited access, and this has certainly been a contributory factor in its slow business growth. The hotel does, however, appear to be following a strategy of building profit through rate rather than occupancy and is likely to increase its competitiveness in the future.

7. Sonesta-Cambridge

The Sonesta Hotel suffers from similar location problems as the Hyatt although its lower price and longer period of operation enable it to run higher occupancies. It is slightly more convenient to downtown Boston than the Hyatt.

8. Marriott

The Marriott is located out of the downtown area on Route 128. It is a relatively high-quality Marriott located out of town to service the industrial areas which have developed on this outer ring around Boston. The shortage of adequate banqueting space within Boston itself and the difficulty of parking are reflected in the number of functions which are held in the Marriott for lack of facilities downtown. Its particular location advantage is the ease by which it can be reached by car but the region it serves is somewhat limited.

9. Howard Johnson "57"

This is a much better hotel than the average Howard Johnson, and its business is considerably assisted by its common ownership with the "57" restaurant - a long established, highly regarded Boston restaurant. It does not have a particularly desirable location being neither in the convention area of Boston nor the central business district.

B. Future Developments

A number of new hotels have been proposed for the Boston area. None of these properties are under construction nor indeed have obtained financing commitments, tax agreements

or construction authorization. Therefore, although none are likely to be constructed and opened prior to 1981, it is almost certain that one or more new hotels will come into operation in the early 1980's. However, it is very difficult at this stage to assess their relative probability. The proposed hotels are generally not directly competitive to the proposed Park Plaza development and form secondary competition only. The most likely of these developments are:

1. A 400-room hotel on the waterfront at Long Wharf. Eight developers have submitted proposals for this development: Canadian Pacific; Holiday Inns; Marriott; Radisson; Hilton; Dunfey; Associated Inns & Restaurants; and John Philopoulos Associates (a local hotel operator).
2. An 800-room convention hotel to be part of the Copley Square development in which Western is interested. This would be an expensive development but would have the advantage of direct links with the Prudential Center across the turnpike.
3. A 400-room hotel in the Lafayette Place development adjacent to the new Jordan Marsh store. There is considerable commitment to this development which will contain offices and retail outlets but is not a very attractive hotel site. The developers, Mondev, have now secured an operator to work with them on this development.
4. A 450-room Sheraton Hotel to be located on the waterfront at Rowes Wharf.
5. An 800-room Fairmont Hotel in the financial district of downtown Boston near to, but not on, the waterfront and approximately four blocks from the Faneuil Hall redevelopment area.
6. If a new convention center is built on the waterfront in the South Station area, rather than provide extra facilities through expansion of the Hynes Auditorium, then an adjacent large 1,000-room (or more) hotel is a possibility. Hyatt is supposedly interested.
7. A development on the waterfront across the Northern Avenue Bridge on the land adjacent to the Pier 4 restaurant, owned by the restaurant's proprietor Anthony Athenas.
8. A Holiday Inn at Logan Airport.
9. A 157-room hotel on the Blackstone block overlooking the Quincy Market.



There are a number of less relevant developments proposed in the area. For example, a new hotel or an extension of the Holiday Inn adjacent to the Massachusetts General Hospital, a hotel in Cambridge near the Kennedy School of Government and another one in Charlestown. In conjunction with the Commonwealth Center Exhibition area on the waterfront, it has been proposed to bring and moor the liner S.S. United States alongside to provide sleeping accommodations and recreational areas. The Dunfey family is reputedly interested in this project.

### C. Food and Beverage

Eating and drinking expenditures in Boston are about typical for a large metropolitan area.

<u>Metropolitan Area</u>	<u>Population (millions)</u>	<u>Eating &amp; Drinking Expenditures (billions)</u>	<u>Expenditures Per Head</u>
New York	9.6	\$ 2.4	\$250
Chicago	7.0	\$ 2.0	\$286
Los Angeles	6.9	\$ 2.2	\$319
Philadelphia	4.8	\$ 1.1	\$229
Detroit	4.4	\$ 1.1	\$250
Boston	3.9	\$ 1.1	\$282
San Francisco	3.2	\$ 1.1	\$343
Top 50	100.9	\$27.5	\$273

Source: Sales & Marketing Management - Survey of Buying Power 1976

A number of Boston restaurants have private dining rooms seating 50 or more people which compete with hotel banqueting facilities. Examples of these are Anthony's Pier 4 and the "57" Restaurant. Additionally, many association and professional meetings are held in clubs and educational institutions. There does appear to be a shortage of smaller, top class banqueting facilities catering from 50 to 300 people. The Ritz Carlton, although the natural venue for such events, has at the moment very limited facilities although its planned extension will incorporate extra space.



## VI. PARK PLAZA SITE

The Park Plaza development has been under discussion in Boston for at least ten years. During this period, it has become more and more limited in scope and now incorporates two blocks between Arlington Street to the west, Tremont Street to the east, Boylston Street to the north and Stuart Street to the south.

The Park Plaza site is currently a very undesirable area. The buildings that now exist on the site are poorly maintained and the existence of the Trailways Bus Station also does not help the situation. Additionally, the site is only one block away from the theater district and also the "combat zone", housing pornography, strip clubs, etc. Those areas are regarded as dangerous areas for pedestrians, particularly, after dark. Thus, this area is only suitable for a hotel if other major redevelopment activities take place and clearly the timing of these activities is critical to the success of the project. It is the City of Boston's intention to use the Park Plaza development and the Lafayette Place development at the other side of the combat zone to form a pincer movement to contain and eventually destroy the combat zone, and at the same time, to give new life to the legitimate theater district.

There are a number of indications that these efforts to rehabilitate the area will succeed:

1. The city authorities have reached the conclusion that it was a mistake to concentrate pornographic activities in the combat zone and are now refusing to renew liquor licenses to some establishments in the area.
2. The Tuft Medical College owns property in the theater district, for instance, the Music Hall and Schubert Theaters. They are planning to make major improvements to the property in the area for their own use.
3. The new state office building, to be constructed at the southeast corner of the Park Plaza development, should be between the hotel development and the combat zone.
4. The elimination of the Trailways Bus Station.

5. The Park Plaza Hotel, which was the old Statler Hilton, has been renovated which should improve its quality of business.

The initial success of the proposed hotel will depend critically on the timing of the developments immediately adjacent, specifically the changes to the highways and plaza area behind the hotel for which the city is responsible. Also important are the adjacent office and apartment blocks. The timing of these developments are critical in order to avoid the impression during the opening of a hotel on a building site.

Assuming that these developments take place as planned, then the site of the hotel facing directly on the Public Garden is far superior to any of the other sites currently being discussed for hotel development within the city. It is convenient for both the downtown central business district and the convention complex around the Prudential center area. It is adjacent to the high-class shopping districts located in the Back Bay area and also convenient for the central shopping area. The hotel will directly overlook the Public Garden and also afford views over the Boston Common.

## VII. BUSINESS PROJECTIONS

The approach used in developing these business projections is to estimate the number of transients potentially interested in the proposed hotel that are currently staying in competing hotels. A growth rate of 4% per year has then been applied to the current market size (see section on Economic Environment). Alternative assumptions have then been made to assess the proportion of available business that the proposed hotel might attract. These figures have then been adjusted upwards for a small amount of additional group business and downwards to compensate for other new hotels appearing as secondary competition.

### A. Business Volumes

#### 1. Determination of current size of first class/luxury market:

<u>Competing Hotels</u>	<u>Rooms</u>	<u>Occupancy</u>	<u>% of Guests in Target Segment</u>	<u>Target Segment Room-Nights</u>
<u>Primary</u>				
Ritz Carlton	262	76%	100	199
Colonnade	300	69%	50	104
Parker House	545	79%	30	129
Copley Plaza	450	66%	20	59
Sheraton-Towers	147	75%	100	110
<u>Secondary</u>				
Sheraton-Rest	1,285	75%	5	48
Hyatt	488	65%	15	48
Sonesta	200	74%	15	22
Marriott	433	75%	5	16
Howard Johnson	360	80%	5	14
Total	<u>4,470</u>	<u>75%</u>	<u>22</u>	<u>749</u>

#### Example:

The Colonnade has 300 rooms and is running 69% occupancy, that is, 207 rooms per night. 50% of this business is estimated to be in our target segment, or 104 rooms per night.

2. Future Size of Target Segment Market

A growth rate of 4% a year has been applied to the current level of 749 room-nights per night.

<u>Year</u>	<u>Room-Nights</u>	<u>Year</u>	<u>Room-Nights</u>
1977	749	1982	911
1978	779	1983	948
1979	810	1984	985
1980	842	1985	1,025
1981	876	1986	1,065

3. Room-Nights Attracted to New Hotel

If it is assumed that the Ritz Carlton does construct an extra 80 rooms, then there will be 1,784 rooms available in hotels located in the primary competitive segment by 1981. The proposed hotel with 393 rooms will then have 18.1% of the total of 2,177 deluxe hotel rooms.

Three levels of market share for this luxury segment have been projected as shown below:

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Low	18%	20%	22%	24%	26%
Most Likely	21%	24%	26%	27%	28%
High	25%	27%	28%	29%	30%

The low projection assumes that only market share of this select segment is achieved. This is a pessimistic assumption because the hotel will be unique in offering a modern luxury facility in Boston in which the target segment will find all aspects of the operation compatible. The majority of visitors in this category are currently staying in properties in which they are very much a minority group. The highest projected market share assumes that the new hotel would attract one in four of the largest segment in first year. The first year market shares have been projected at low levels because of the downside risks associated with the timing problems on the site. The process of building business in a new luxury hotel tends to be slow because of the necessity to change long established reputations and loyalties. A slow growth peaking out at 30% has been assumed.

The room-nights generated each night, based on a 1981 opening year, using these assumptions would be:

	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>
Low	158	182	209	236	267
Most Likely	184	219	246	266	287
High	219	246	265	286	308

On top of this transient and corporate individual business, there will be an element of high level group business. This has been taken at 20% of individual business, which gives the average room-nights per night as:

	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>
Low	190	218	251	283	320
Most Likely	221	263	295	319	344
High	262	295	318	343	370

A further assumption has to be made regarding extra room-nights available in Boston as a result of new hotels opening. The current proposals do not include luxury hotels but rather properties that will be secondary competition. It is likely that only around 1,500 extra rooms will come on to the market, and it is assumed that they come on stream at the rate of 500 a year starting in 1981 through 1983. Assumptions have been made on their occupancy levels, the proportion of their business that would be in our target segment has been taken at 10% and 25% of this business is assumed to be at our expense. The assumptions are worked through below:

	<u>Total Extra Rooms</u>	<u>Occ. (%)</u>	<u>Rm.-Nts. Per Night</u>	<u>Target Segment Rm.-Nts.</u>	<u>Rm. Nts. Taken From Park Plaza Development</u>
1981	500	50	250	25	6
1982	1,000	60	600	60	15
1983	1,500	70	1,050	105	26



Thus the proposed hotel will lose 6 room-nights per night in 1981 due to increased competition, and 15 and 26 room-nights per day in 1982 and 1983 respectively.

This leads to the room-nights per day and occupancies as shown below:

<u>Room Nights Per Day</u>					
	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>
Low	184	203	225	252	294
Most Likely	215	248	269	293	312
High	256	280	292	317	320

<u>Occupancy (%)</u>					
	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>
Low	47	52	57	64	75
Most Likely	55	63	68	75	78
High	65	71	74	80	80

Notes:

- Occupancies of more than 78% in the most likely and 80% in the high projections have not been made because of seasonality, weekends and holidays.
- If the hotel did not open until 1982, then the first five-year projections based on the same basic assumptions would be very similar but delayed by one year.

B. Average Rate

It is assumed the average rate achieved for transients and individual corporate business is \$60 in 1977 prices. This assumes rates ranging from \$55 to \$70 for single occupancy.

The group business is assumed to achieve an average rate of \$45.

Thus, the overall average rate, based on group business equaling 20% of transient/corporate business, equals \$57.50.

The low projections assume that the average rate rises at 6% a year - very slightly above inflation. The high projections assume a growth rate of 10% a year and an improved business mix as occupancy approaches 80%. The most likely lies approximately in the middle of the range.

	<u>Average Rate (\$)</u>		
	<u>Low</u>	<u>Most Likely</u>	<u>High</u>
1981	73	78	84
1982	77	85	93
1983	82	92	102
1984	86	99	117
1985	92	114	129

The above occupancies and rates have been adjusted for a mid-1981 opening and for subsequent 12 month periods.

The results are summarized below:

	<u>1981/82</u>	<u>1982/83</u>	<u>1983/84</u>	<u>1984/85</u>	<u>1985/86</u>
<u>Occupancy</u>					
Low	50%	52%	57%	64%	75%
Most Likely	58%	63%	68%	75%	78%
High	65%	71%	74%	80%	80%
<u>Average Rate</u>					
Low	\$75	\$80	\$ 84	\$ 89	\$ 95
Most Likely	\$81	\$89	\$ 96	\$107	\$117
High	\$88	\$98	\$110	\$123	\$135
<u>Estimates for</u>					
Ritz Carlton	\$75				
Royal Orleans	\$89				

APPENDIX - DATA SOURCES

Bertram Drucker	Owner Colonnade Hotel
Bill Tobin	Director of Marketing Massachusetts Port Authority
Richard W. Barger	V.P. Regional Dir. of Operations North America & Caribbean The Sheraton Corporation
Stewart Forbes Peter Menconeri	Boston Redevelopment Authority
Alan Tremain	Managing Director Copley Plaza Hotel
Mort Zuckerman	Chairman Boston Urban Associates
Jim Bennett	General Manager Ritz Carlton
Bob McIntosh	General Manager Parker House
Dan Mitchell	Director Convention Marketing Greater Boston Convention & Tourist Bureau
Marion Stafford	Director Mass. Hotel/Motel Association
Robert Ruddoch	Real Estate Development Director Boston Chamber of Commerce
Bill Holmes	Special Industries Division First National Bank of Boston
Scott Cunningham	President Cambridge Communications Group
Bob Green	Gadsby & Hannah
Anthony Athenas	Owner Pier 4 Restaurant
Roger Sauders	Owner Park Plaza, Lennox & Copley Square Hotels

Documents Reviewed Included:

1. A Growth Strategy for Boston's Hotel & Convention Industry  
Boston Redevelopment Authority 1976
2. Greater Boston Convention & Meeting Planners Guide  
Greater Boston Convention & Tourist Bureau, Inc. 1977
3. Boston Conventions 1976, 1977 Edition  
Greater Boston Convention & Tourist Bureau, Inc.
4. Boston's Fiscal Crisis: Origins and Solutions  
Boston Municipal Research Bureau, December 1976
5. Official Statement of the City of Boston, Mass. Relating  
to \$20,000,000 Temporary Loan Notes in Anticipation of  
Revenue. July 1977
6. Analysis of the Economic Impacts, Public Cost Benefits and  
Market Impacts of Park Plaza Development  
Boston Redevelopment Authority - Ondated Draft.
7. The Boston Plan  
City of Boston, Kevin H. White, May or August 1977.



# 10

**DEVELOPMENT TEAM**





BOSTON HOTEL ON THE GARDEN

PROJECT TEAM

Boston Plaza Hotel Associates	Developer	George Macomber General Partner	89 Brighton Avenue Boston, Mass. 02134 (617) 254-1360
John Carl Warnecke	Architects	Juanito Yan Roger Lang Dennis Rosen	745 Fifth Avenue New York, N.Y. 10022 (212) 421-0110
Desmond & Lord	Architects	Richard Thissen H. Jan Hesspelink	6 Beacon Street Boston, Mass. 02108 (617) 742-5440
Lex Hotels, Inc.	Hotel Management	Richard J.G. Archer	745 Fifth Avenue New York, N.Y. 10022 (212) 371-9099
George B.H. Macomber Company	Contractor	George Macomber Kenneth F. Leach Norman I. Whiting	89 Brighton Avenue Boston, Mass. 02134 (617) 254-1360
Melvin L. Cooper	Financial Consultant		711 Fifth Avenue New York, N.Y. 10022 (212) 751-6422

MELVIN L. COOPER

SUMMARY OF EXPERIENCE

Melvin L. Cooper has extensive experience in hotel and real estate development and finance.

He was Chief Financial Officer for approximately 10 years of a substantial publicly-held hotel corporation, responsible for finance and hotel development activities in the United States and abroad. Subsequent to that position, he assumed the presidency of a European-based hotel operating, consulting and real estate development company in which position he was responsible for the development of several hotels.

Mr. Cooper continues to be active in hotel consulting and finance as well as general investments.



11

LEX HOTELS





## LEX SERVICE GROUP

Lex Service Group Limited is an old established, public company whose shares are quoted on the London Stock Exchange. It is engaged in passenger car and commercial vehicle distribution and servicing; fork lift truck and crane hire; transportation and freight forwarding services; and the operation of important hotels in the U.S. and U.K.

Lex is the sole importer into the United Kingdom of Volvo cars, one of the best established quality foreign cars in the country. It is the fourth largest Leyland passenger car distributor; the third largest distributor of Rolls-Royce; and the largest distributor of heavy trucks in the United Kingdom.

The Company owns the largest fork lift truck hire business in Europe; is involved in crane hire activities in northeast England and Scotland and has the fastest growing transport business in the country.

The strategic policy of the Company is to constantly improve the quality of each of its businesses by providing visibly higher levels of service to its customers than is available from competition. This is achieved through the dedication and expertise of management and high quality employees.

Lex is organized into six business groups:

### Hotels

Lex Hotels operates the Carlton Tower in London (296 rooms), The Heathrow Hotel at London Heathrow Airport (682 rooms), Gatwick Park Hotel at Gatwick Airport (176 rooms), and in the United States the International Hotel at Baltimore/Washington Airport (199 rooms), The Whitehall in Chicago (227 rooms), The Whitehall in Houston (293 rooms), and The Royal Orleans in New Orleans (386 rooms).

The Carlton Tower, which is one of London's leading luxury hotels, derives approximately 80 per cent of its business from overseas travelers, mainly business executives. Since its acquisition by Lex at the end of 1971, it has undergone a \$4.6 million rehabilitation program, including the installation of air conditioning, double glazing, refurbishing of all bedrooms and public spaces. The hotel has achieved consistent profit records since the completion of the rehabilitation program several years ago.

In December 1977 Lex sold the Carlton Tower for \$26 million and entered into an agreement to manage the hotel on behalf of the new owners, in return for a fee linked to turnover and profits.

The Heathrow Hotel was opened in 1973. The hotel's comprehensive, self-sufficient conference and meeting complex, the key feature of which is the purpose-built York Conference Theatre, is a major factor in enabling the hotel to meet the highly competitive environment in which it operates. These unique facilities are now in constant use by many of the world's leading companies.

The Gatwick Park Hotel, on Gatwick Airport, opened in June 1978. The hotel was planned to be constructed in phases. The second phase is now under construction and consists of 100 bedrooms and a purpose-designed management conference centre. The hotel will be positioned at the top of the market for hotel accommodation in the Gatwick area. It will be air conditioned and will provide restaurant and banqueting facilities of an extremely high standard.

The International Hotel was acquired in 1972. It has the exclusive right to operate at Baltimore/Washington International Airport. A substantial rehabilitation program was completed, and the hotel has established an excellent reputation for its restaurant, banqueting and meeting facilities.

In June 1973, Lex Hotels acquired the leaseholds of The Royal Orleans in New Orleans and The Whitehall in Houston. The Royal Orleans has 386 rooms and is located in the picturesque French Quarter of New Orleans. It is one of America's outstanding hotels and has been profitable since opening in 1960. Lex has improved the profitability of the hotel since its acquisition while maintaining the hotel's high reputation for service.

The 300-room Whitehall in Houston is situated in the city's main business centre, part of the large Cullen Center office development. Lex spent in excess of \$2,500,000 rehabilitating the hotel and improved service standards considerably. The hotel is operating profitably for the first time since it opened in the early 1960's.

The Whitehall Hotel in Chicago was totally reconstructed and refurbished under Lex supervision and opened in June 1974. The hotel is situated off Michigan Avenue, the principal elegant shopping area of Chicago. The Whitehall offers the high

level of personalized service which is the key feature of Lex Hotels' city centre luxury hotels and it has a high level of repeat business. The Whitehall Club, a fashionable private club in the hotel, has the reputation of being among the finest restaurants in the United States.

#### Volvo Group

This business group is the exclusive U.K. importer from Sweden of Volvo cars and parts. It also acts as the sole distributor of Volvo in the U.K. and is an important retailer of these cars.

#### Lex Motor Company

Lex Motor Company operates four distributorships for Rolls-Royce and 25 distributorships for Leyland cars. In total, Lex Motor Company accounts for about seven per cent of Leyland cars' United Kingdom sales and 13 per cent of new and used Rolls-Royce cars.

#### Lex Commercials

Lex is the largest distributor of heavy trucks in the United Kingdom with 12 distributorships which handled 18 per cent of Leyland's domestic registrations in 1977.

In addition, Lex distributes heavy trucks for several other manufacturers.

#### Hire and Leasing

Harvey Plant specializes in the leasing and rental of fork lift trucks. It operates on a national basis through 32 depots, operating a fleet of over 4,900 trucks, of which over 2,500 are leased on long-term service contracts.

The Company's plans to improve Harvey's geographical coverage of the United Kingdom for fork lift truck hire were accelerated in August 1977 with the acquisition of L. Lipton Limited.

Harvey Plant also operates in the crane and generator hire business. The crane hire activities are based exclusively in northeast England and Scotland, in areas of large scale long-term development.



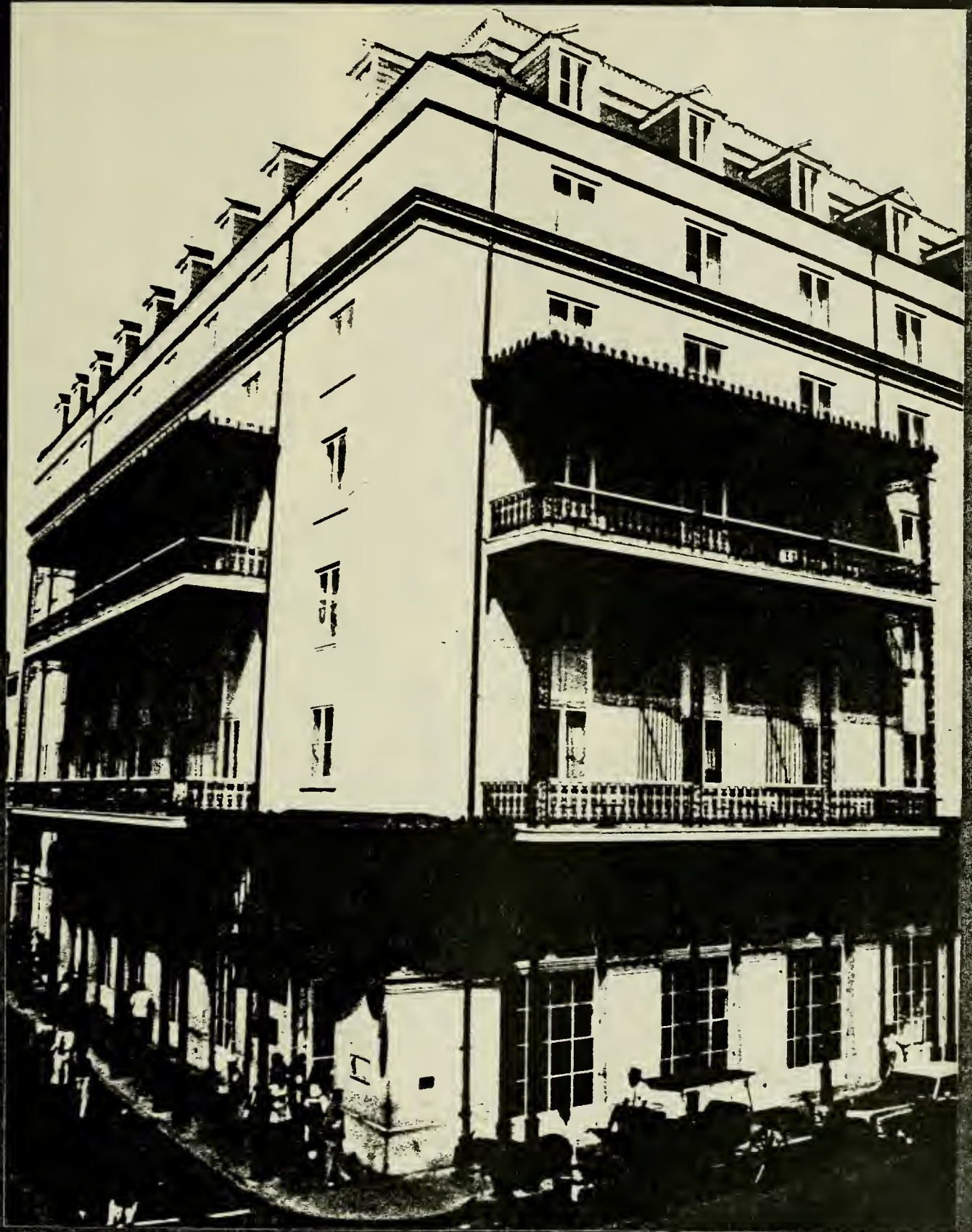
Lex Vehicle Leasing, which operates contract hire of passenger cars and light vans, is one of the largest contract hire businesses in the United Kingdom. Cars are leased on two and three year contracts on full maintenance basis.

### Transport and Freight

Wilkinson Transport is among the most successful companies in the express parcels business. It operates 20 strategically placed depots with over 160 daily truck lines through a fleet of 580 vehicles.

The Company differentiates itself from its competition by offering customers constantly improving standards of service, including published standard delivery times, and as a result, has gained significant increases in traffic volume during a period of comparatively depressed demand.

Bees Transport operates a directional carrier service from its depots at Hinckley, Glasgow and Leeds, carrying high value goods such as hosiery and clothing. Albany Freight offers worldwide freight forwarding services from London and in certain Wilkinson depots, while the separate Albany Israel Freight business offers similar services in Israel.















# THE WHITEHALL



THE WHITEHALL HOTEL  
Houston, Texas  
LEX HOTELS



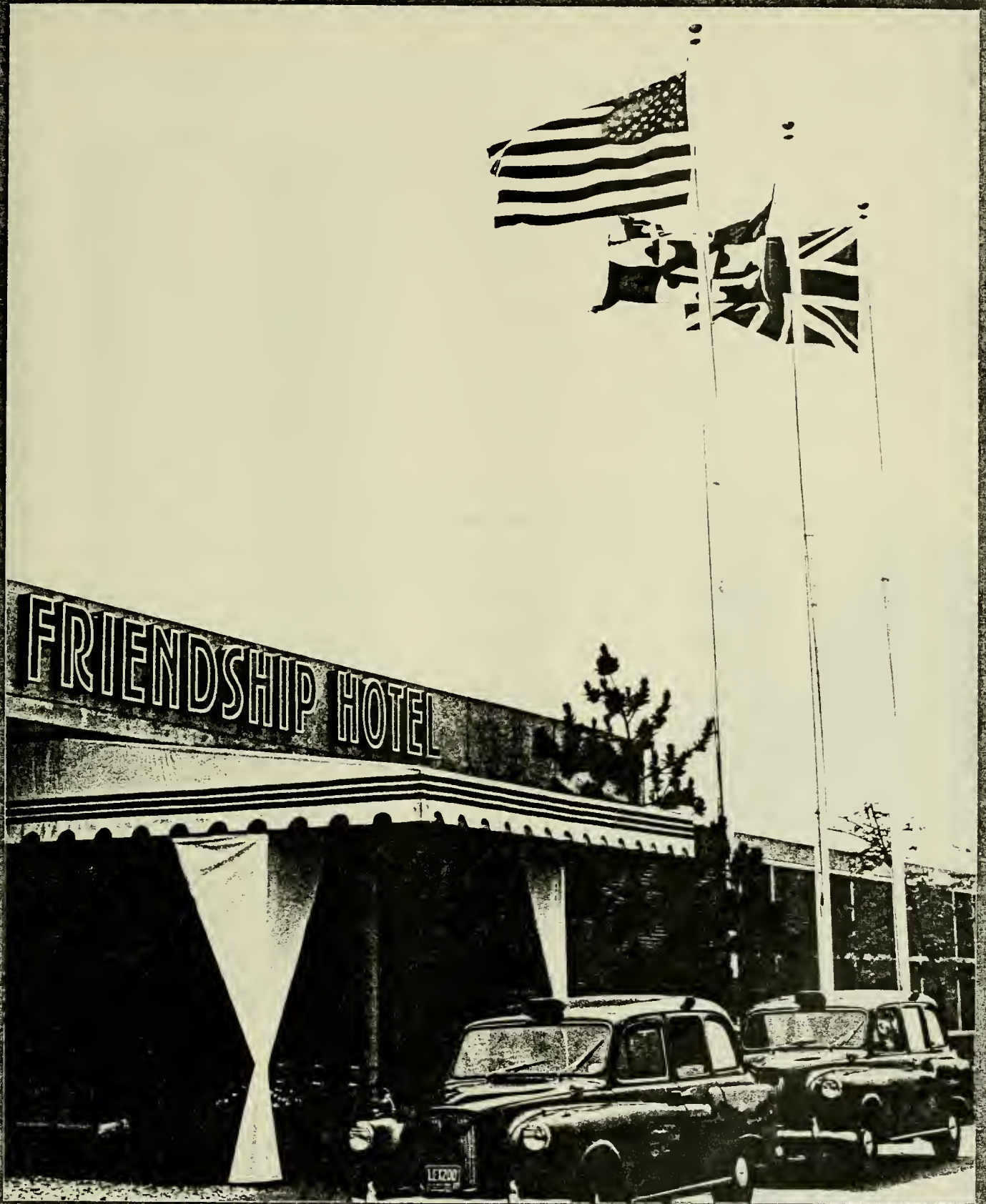




THE WHITEHALL HOTEL  
Houston, Texas  
Lex Hotels







FRIENDSHIP HOTEL - BALTIMORE INTERNATIONAL AIRPORT  
Baltimore, Maryland  
Lex Hotels







CARLTON TOWER  
London, England  
Lex Hotels







12

**ARCHITECTS:  
JOHN CARL WARNECKE/  
DESMOND AND LORD**





## JOHN CARL WARNECKE & ASSOCIATES, ARCHITECTS AND PLANNERS FIRM BACKGROUND

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The firm of John Carl Warnecke & Associates has been in continuous practice for more than sixty years. It was founded in 1911 in Oakland, California, by Carl I. Warnecke and Chester H. Miller. John Carl Warnecke, Carl I. Warnecke's son, began his own independent practice within the framework of his father's firm in 1945. In 1950, the Warnecke offices moved to San Francisco and in 1951, upon Chester Miller's retirement, the practices of father and son merged.

In 1960, John Carl Warnecke & Associates was commissioned to design the Hawaiian State Capitol and an office was opened in Honolulu. In 1962, the firm was awarded a commission to design two federal office buildings across from the White House on Lafayette Square. This project marked the opening of JCWA's Washington, D.C. office, where the new United States Senate Office Building is now under construction.

In 1966, a major office in New York City was established, and since then an office has also opened in Los Angeles. In 1970, the firm acquired the interior design firm of Eleanor Le Maire Associates, thereby expanding its range of services to include interior design as well as architecture, planning and programming.

Today, John Carl Warnecke & Associates has a firmwide staff of 174. Much of the firm's rapid growth is attributable to its roster of major corporate clients who have come to JCWA again and again because they value their close relationship as creative participants in the design process, and because the buildings which result from this process respond well to their individual needs. Prominent among these repeat clients are AT&T, the University of California, Neiman Marcus and the United States Naval Academy. For AT&T, the firm has designed three successive Long Lines equipment buildings and most recently, the new Long Lines headquarters in Bedminster, New Jersey.

John Carl Warnecke & Associates has designed every major building type, including office buildings, hotels, banks, apartments, universities, libraries, civic centers, state capitols and airports. Throughout this work there is a richness and diversity of architectural expression which responds to specific program requirements, environmental site conditions and client aspirations.

In undertaking complex projects like corporate headquarters, JCWA organizes comprehensive design teams that combine the firm's own in-house capabilities in programming, planning architecture and interior design with the expertise of leading consultants in traffic planning, engineering and ecology. One of the principal functions of this team is to work closely with local groups to bring about zoning changes, where necessary, and establish good community relations.

JCWA takes pride in its record of finishing jobs on or under budget and within the scheduled time frame. This rigorous adherence to cost control and scheduling -- along with consistently high quality of design services -- has insured the firm's continued success.



## JCWA DESIGN AWARDS

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### HONOR AWARD

From the U.S. Naval Facilities Engineering Command/American Institute of Architects for the design of the Nimitz Library/Rickover Engineering Building at the United States Naval Academy, Annapolis, Maryland, 1977

### AWARD OF MERIT

From the American Institute of Architects Library Buildings Awards Program for the Joseph Mark Lauinger Memorial Library, Washington, D.C., 1976

### MAYORS AWARD

From the Civic Art Commission, City of White Plains, for Bergdorf Goodman, White Plains, New York, 1975

### BELL SYSTEM NATIONAL FIRST HONOR AWARD

From the Bell System National Awards Program for the design of the New York Telephone Long Lines Equipment Building, 323 Broadway, New York, New York, 1974

### BELL SYSTEM HONOR AWARD EASTERN REGION

From the Bell System Eastern Region Awards Program for the design of the New York Telephone Long Lines Equipment Building, 323 Broadway, New York, New York, 1974

### MERIT AWARD

From the American Concrete Institute for the design of the Paterson Municipal Parking Garage, Paterson, New Jersey, 1974

### AWARD

From the Second Biennial Awards Program sponsored by the General Services Administration, for Renwick Gallery, Washington, D.C., 1974

### HONOR AWARD

From the American Institute of Architects National Awards Program for the restoration of Renwick Gallery, Washington, D. C., 1974

### MERIT AWARD

From the American Institute of Architects, Central Valley Chapter, for the San Francisco International Airport International Rotunda, San Francisco, California, 1974

### AWARD FOR EXCELLENCE OF DESIGN

From the Prestressed Concrete Institute for the San Francisco International Airport Elevated Roadways, San Francisco, California, 1972

## JCWA DESIGN AWARDS

### PAGE 2

#### CERTIFICATE OF MERIT FOR DESIGN EXCELLENCE

From the New York Society of Architects for the New York Telephone Long Lines Equipment Building, 323 Broadway, New York, New York, 1972

#### HONOR AWARD

From the American Institute of Architects, Hawaiian Chapter, for the Hawaiian State Capitol, Honolulu, Hawaii, 1970

#### AWARD OF MERIT

From the U.S. Naval Facilities Engineering Command/American Institute of Architects for the design of Michelson-Chauvenet Hall at the United States Naval Academy, Annapolis, Maryland, 1970

#### LABORATORY OF THE YEAR AWARD

From Industrial Research, Inc., for distinctive laboratory design, architectural distinction and functionality of the Kaiser Research Headquarters, Pleasanton, California, 1970

#### BIENNIAL AWARD FOR EXCELLENCE IN ARCHITECTURE

From the Metropolitan Washington Board of Trade for the Lafayette Square Office Buildings, Washington, D.C., 1969

#### AWARD

From the American Institute of Steel Construction for the Roscoe Maples Athletic Pavillion, Stanford University, Stanford, California, 1969

#### MERIT AWARD

From the Bell System for Pacific Telephone & Telegraph Building, Oakland, California, 1968

#### AWARD OF MERIT

From the American Institute of Architects, Northern California Chapter, for the Central Library, University of California at Santa Cruz, 1967

#### THE GOVERNOR'S DESIGN AWARD

From the State of California, Governor's Design Awards Jury for Asilomar Hotel and Conference Grounds, Pacific Grove, California, 1966

#### AWARD OF MERIT

From the U.S. Department of Health, Education and Welfare/American Institute of Architects/Educational Facilities Laboratories for the Central Library, University of California at Santa Cruz, 1966

JCWA DESIGN AWARDS  
PAGE 3

FIRST PRIZE

From the Hayward Chamber of Commerce for Herrick Iron Works, Hayward, California, 1966

FIRST HONOR AWARD

From the U.S. Public Housing Administration for the Marin City Low-Rent Housing Project, Marin City, California, 1964

AWARD OF MERIT

From the U.S. Housing and Home Finance Agency for Stanford Fraternity Cluster Number 1, Stanford University, Stanford, California, 1964

CITATION

From the American Institute of Architects, Northern California Chapter, for the Asilomar Dining Hall Additions, Pacific Grove, California, 1963

CITATION

From the American Institute of Architects, Northern California Chapter, for the Bookstore and Post Office, Stanford University, Stanford, California, 1963

MERIT AWARD

From the American Institute of Architects, Northern California Chapter, for Stanford Fraternity Cluster Number 1, Stanford University, Stanford, California, 1963

AWARD OF MERIT

From the Prestressed Concrete Institute for the Twenty-third Avenue Overpass, Oakland, California, 1963

CITATION

From Progressive Architecture Design Awards Program for the Twenty-third Avenue Overpass, Oakland, California, 1963

CITATION

From Progressive Architecture Design Awards Program for the Hawaiian State Capitol, Honolulu, Hawaii, 1962

AWARD OF MERIT

From the American Institute of Architects for the Surf and Sand, Asilomar Hotel and Conference Grounds, Pacific Grove, California

AWARD OF MERIT

From the American Institute of Architects for the Willow Creek Apartments, Palo Alto, California, 1961

## JCWA DESIGN AWARDS

PAGE 4

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### AWARD CITATION

From Progressive Architecture Commerce Design Awards Program for the  
Oakland International Airport, Oakland, California, 1960

### AWARD CITATION

From Progressive Architecture Design Awards Program for the University of  
California Residence Halls, Berkeley, California, 1959

### TOP AWARD

From the National School Executive Competition for Better School Design for  
Oxtoby Hall; San Francisco Theological Seminary, San Anselmo, California,  
1958

### AWARD WINNING DESIGN

From the University of California Invitational Competition for Student Residence  
Halls, Berkeley, California, 1957

### AWARD OF HONOR

From the American Institute of Architects, Northern California Chapter, for  
the Lawrence Livingston, Jr. Residence, Sausalito, California, 1957

### AWARD OF MERIT

From the American Institute of Architects, Northern California Chapter, for  
the Mark Thomas Inn, Monterey, California, 1957

### AWARD OF MERIT

From the American Institute of Architects for the Mark Thomas Inn Additions,  
Monterey, California, 1957

### AWARD OF MERIT

From the American Institute of Architects Honors Award Program for the Mira  
Vista Elementary School, El Cerrito, California, 1954

### AWARD OF MERIT

From the Association of School Administrators and the American Institute of  
Architects for the White Oaks Elementary School, San Carlos, California, 1954

### AWARD OF MERIT

From the American Institute of Architects Honors Award Program for the Hayward  
Public Library, Hayward, California, 1953



EXPERIENCE: WORK OF THE LAST TEN YEARS/LAST THREE YEARS SHOWN WITH \*  
John Carl Warnecke - Architects & Planning Consultants  
December 1, 1977  
HOTELS AND CONFERENCE CENTERS

ASILOMAR HOTEL AND CONFERENCE GROUNDS

Location: Pacific Grove, California  
Client: Asilomar Operating Corporation  
Size: Housing/dining/conference complex  
Status: Completed in phases 1960-68  
Cost: \$2,229,000

BOSTON HILTON HOTEL  
RENOVATION AND ADDITION

Location: Boston, Massachusetts  
Client: Hilton Hotel Corporation  
Size: New 600-room tower/renovation of  
600 existing rooms  
\*Status: Design studies completed 1975  
Cost: \$45,000,000

CHINESE CULTURAL CENTER HOLIDAY INN HOTEL

Location: San Francisco, California  
Size: N.A.  
Client: Justice Enterprises, Inc.  
Status: Completed 1971  
Cost: \$12,000,000

DESERT RANCH HOTEL

Location: Carefree, Arizona  
Client: Donahoe Swift and Associates  
Size: 207,000 gsf  
\*Status: Design Completed 1975  
Cost: \$7,500,000

GOLDEN NUGGET HOTEL

Location: Las Vegas, Nevada  
Client: Golden Nugget Corporation  
Size: 480,857 gsf  
Status: Design completed 1974  
Cost: \$12,000,000

#### HILTON HOTEL TOWER

Location: San Francisco, California  
Client: Hilton Hotel Corporation  
Size: 428,000 gsf, inc. 629 rooms/exhibit  
rooms/ballroom  
Status: Completed 1971  
Cost: \$15,000,000

#### MARK THOMAS INN TOWER ADDITION

Location: Monterey, California  
Client: Delcorp, Incorporated  
Size: 100 rooms  
Status: Design completed 1970  
Cost: \$1,800,000

#### MOOREA HOTEL

Location: Island of Moorea, French Polynesia  
Client: Robert Fraser  
Size: 200 rooms  
Status: Design completed 1970  
Cost: \$3,500,000

#### NOA NOA HOTEL

Location: Island of Bora Bora French Polynesia  
Client: Rober Fraser  
Size: 200 rooms  
Status: Design completed 1970  
Cost: \$3,500,000

#### NOB HILL PRINCESS HOTEL

Location: San Fransico, California  
Client: American - Hawaiian Land Co.  
Size: 270 rooms  
Status: Design completed 1970  
Cost: \$5,000,000

#### PASADENA CONFERENCE CENTER

Location: Pasadena, California  
Client: Bud Holscher and Associates, Inc.  
Size: 37,250-gsf exhibit building/30, 180 qsf  
conference building/two plazas/900-car garage  
Status: Completed 1974  
Cost: \$12,390,975

#### SHERATON HOTEL

Location: Rome, Italy  
Client: Sheraton Design and Development, Inc.  
Size: N.A.  
Status: Design studies completed 1970  
Cost: N.A.

#### SPANISH BAY HOTEL

Location: Monterey, California  
Client: Western International Hotels Company  
Size: 336,600 gsf, inc. 300 rooms  
Status: Conceptual design completed 1974  
Cost: \$17,000,000

#### INTERIORS

##### ASILOMAR HOTEL AND CONFERENCE GROUNDS

Location: Pacific Grove, California  
Client: Asilomar Operating Corporation  
Size: N.A.  
Status: Completed in phases 1960-68

##### PASADENA CONFERENCE CENTER (ELMA)

Location: Pasadena, California  
Client: Bud Holscher and Associates, Inc.  
Size: N.A.  
Status: Completed 1974  
Cost: N.A.

#### MASTER PLANS AND FEASIBILITY STUDIES

##### ANTWERP HOTEL

Location: Antwerp, Belgium  
Client: Sodfra Development Corporation  
Size:  
Status: Feasibility study completed 1972  
Cost:

##### BISCAYNE BAY COMPLEX

Location: Miami, Florida  
Client: Preferred Equities Corporation  
Size: 500-room hotel/50-room motel/100 apartments/club facilities/450 car garage  
Status: Feasibility study completed 1970  
Cost:

FORT DERUSSY

Location: Honolulu, Hawaii  
Client: U.S. Department of the Army  
Size: 600-room hotel/recreation facilities  
Status: Completed 1968  
Cost: \$14,000,000

KEY BISCAYNE SHERATON

Location: Key Biscayne, Florida  
Client: Sheraton Corporation of America  
Size: 2,000 room hotel  
Status: Feasibility study completed 1969  
Cost: \$30,000,000

PASADENA CONFERENCE AND HOTEL CENTER

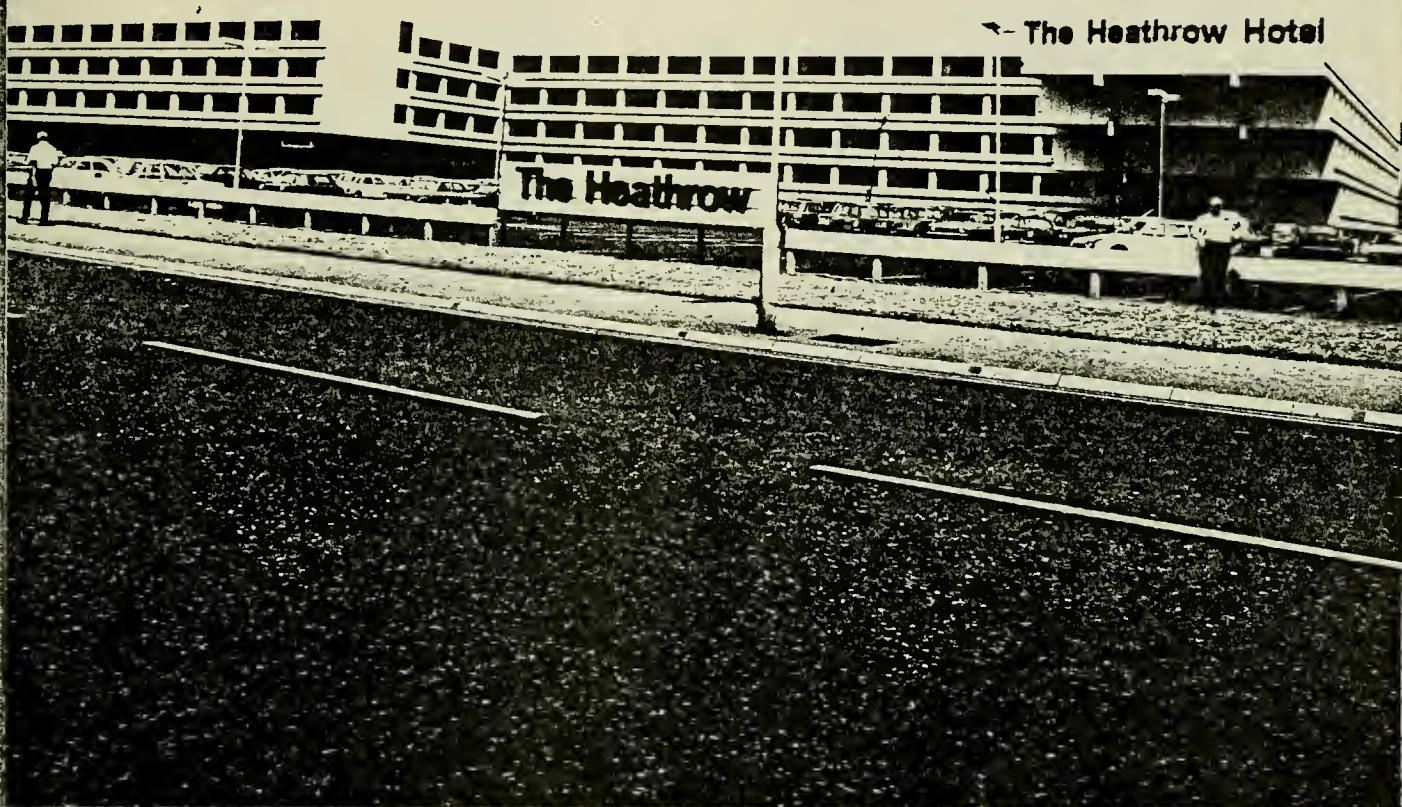
Location: Pasadena, California  
Client: Bud Holscher and Associates, Inc.  
Size: Hotel/Parking/Convention facility/  
remodeling of auditorium  
Status: Completed 1969  
Cost: \$20,000,000

POMONA CONFERENCE AND HOTEL CENTER

Location: Pomona, California  
Client: Bud Holscher and Associates, Inc.  
Size: Hotel/parking/convention facility/  
2,200 - seat theater  
Status: Completed 1969  
Cost: \$20,000,000







THE HEATHROW HOTEL  
London, England  
Lex Hotels







HILTON HOTEL TOWER  
San Francisco, California  
John Carl Warnecke & Associates







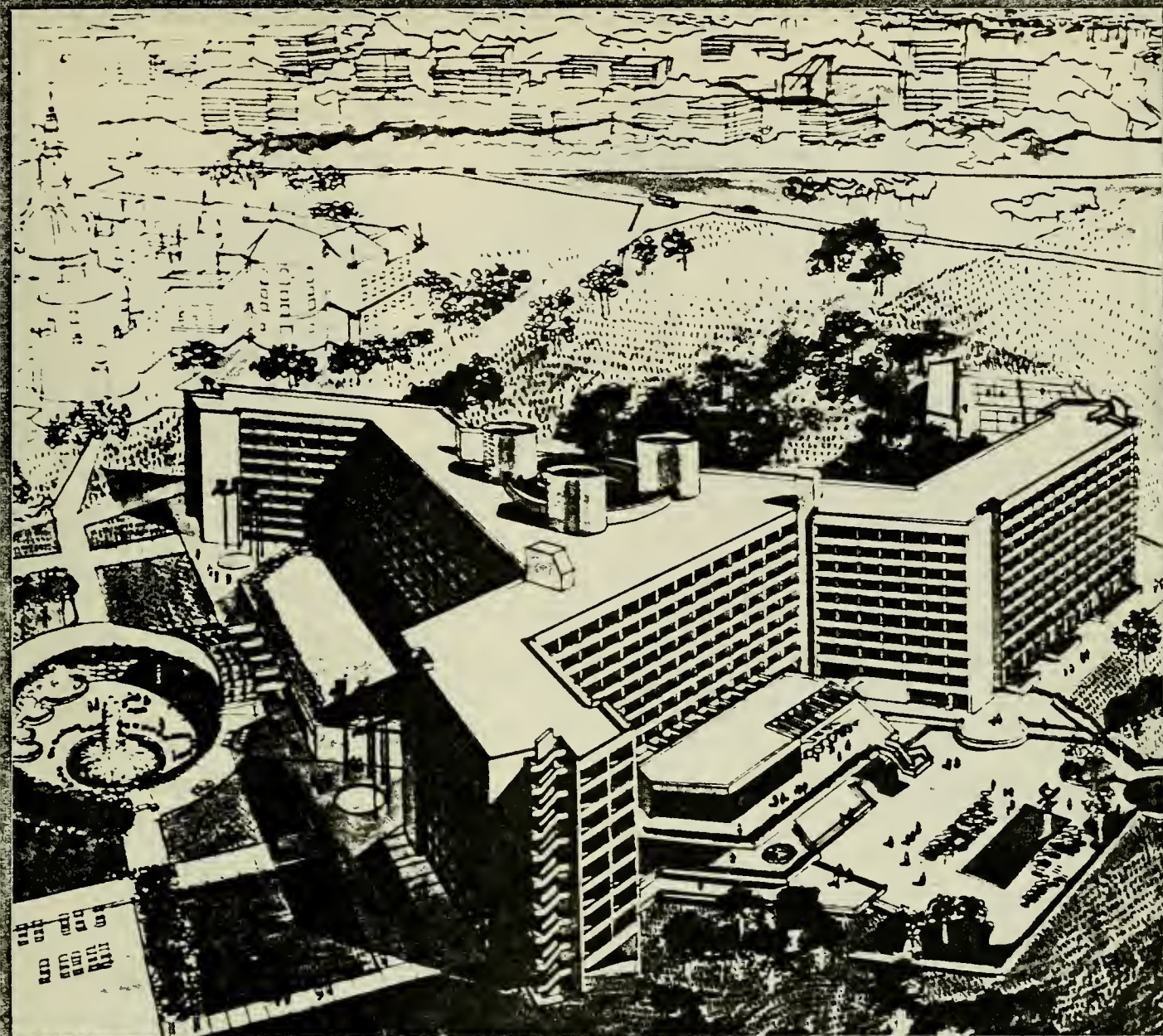


CHINESE CULTURAL CENTER AND HOLIDAY INN  
San Francisco, California  
John Carl Warnecke & Associates







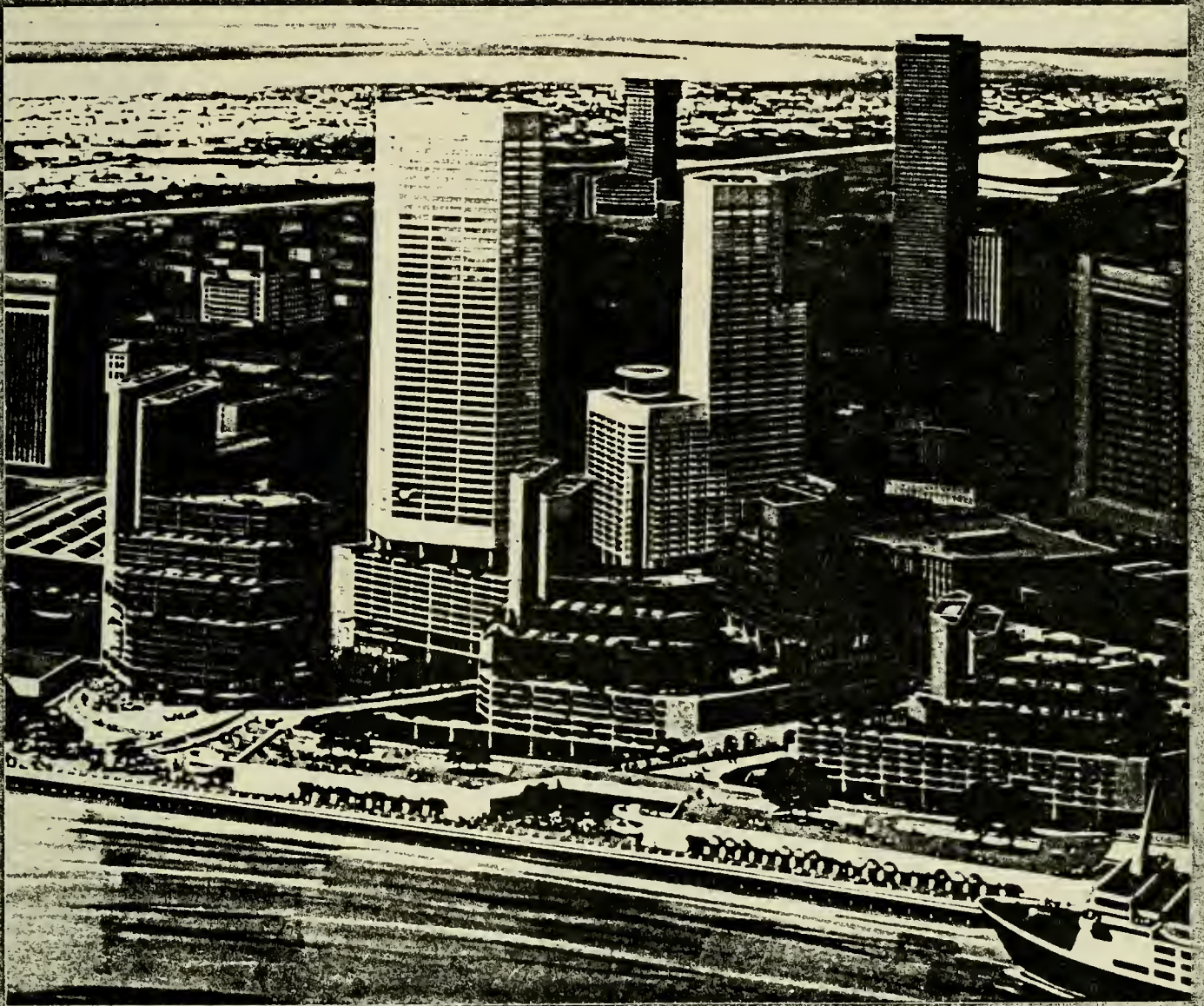


SHERATON HOTEL  
Rome, Italy  
John Carl Warnecke & Associates





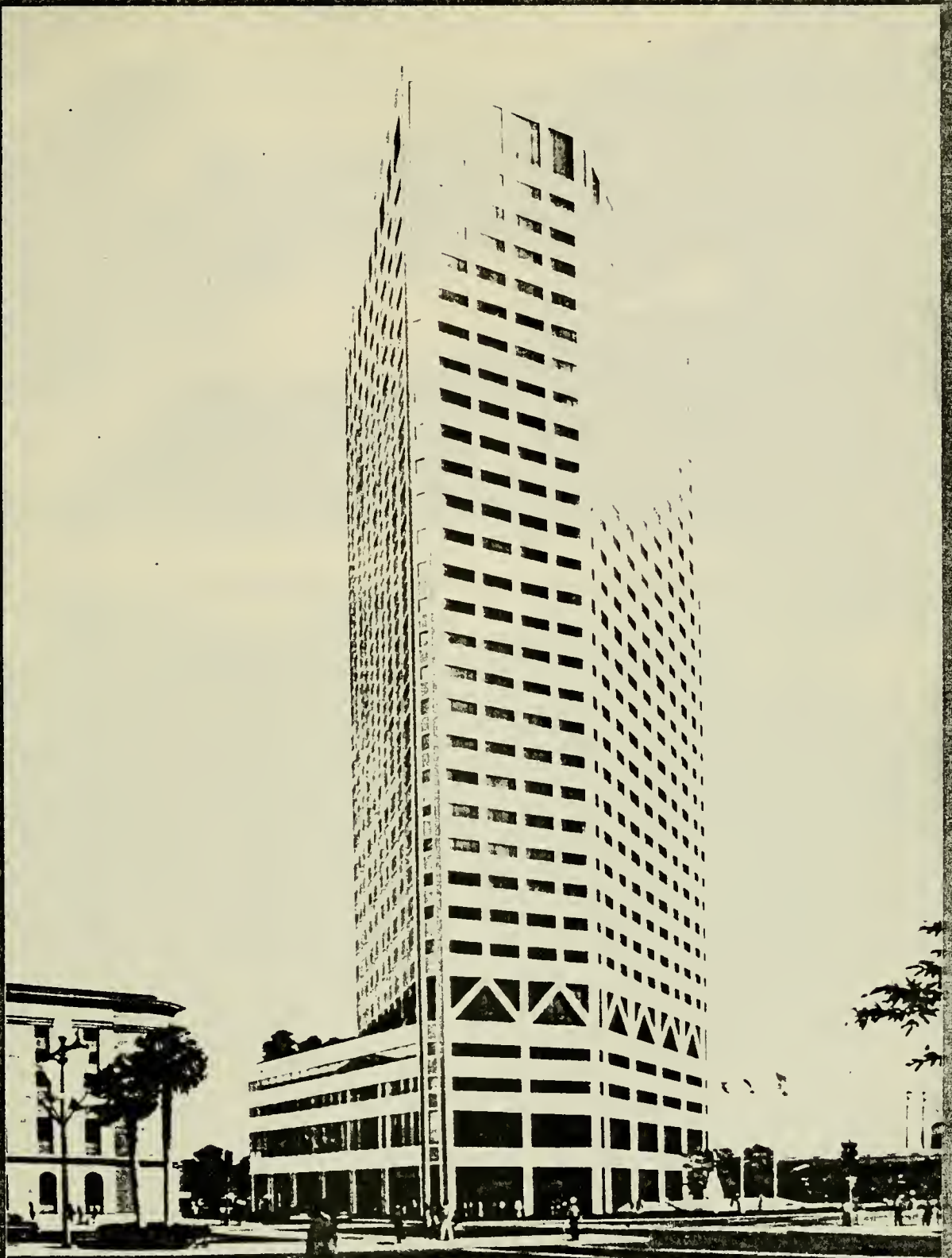




CANAL PLACE  
New Orleans, Louisiana  
John Carl Warnecke & Associates







CANAL PLACE  
New Orleans, Louisiana  
John Carl Warnecke & Associates







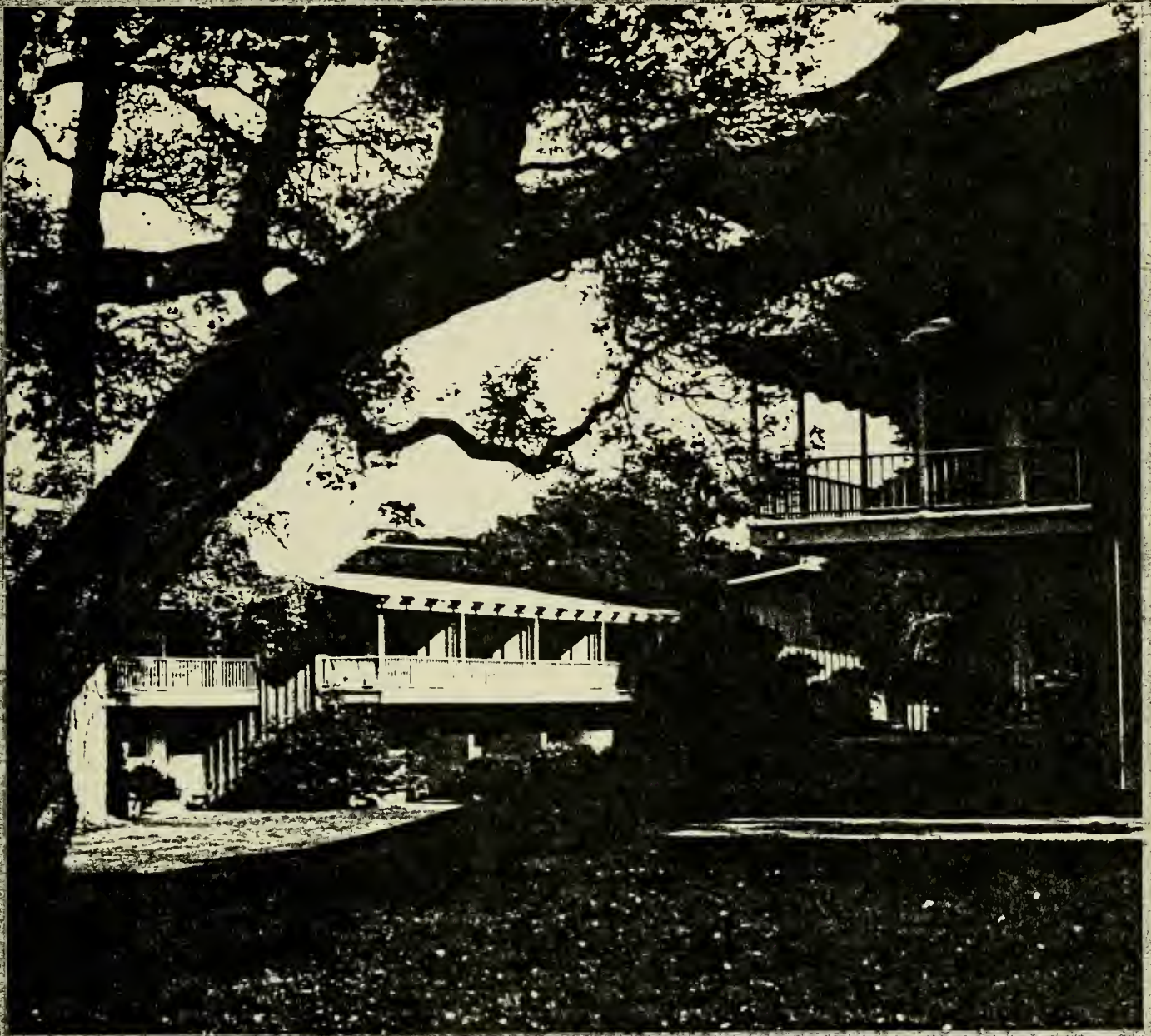


ASILOMAR HOTEL AND CONFERENCE GROUNDS  
Pacific Grove, California  
John Carl Warnecke & Associates









DEL MONTE LODGE  
Monterey, California  
John Carl Warnecke & Associates





## DESMOND & LORD SHORT HISTORY OF FIRM

Desmond & Lord has been in continuous practice since its founding in 1908, making it one of Boston's most venerable architectural firms. Its present offices are located on Boston's famed Beacon Hill - only steps away from the firm's original address at 15 Beacon Street.

From a historical point of view the firm's first roots are in the 19th C. Beaux Arts tradition: eclectic in its refined classicism, inventive in its use of ornament and traditional architectural motifs, and authoritative in its manipulation of scale and in its powerful use of space. This tradition contrasted in principle with the spare functionalism of the Bauhaus that was sweeping across Europe in the first half of the century, and which was later to dramatically alter the vision of the American city from one of natural stone, brick and mortar to one of industrial materials such as steel and glass.

Desmond & Lord survived that transition gracefully and today fits into the mainstream of contemporary architecture, its buildings designed with that timeless Vitruvian maxim of "firmness, commodity, and delight" in mind.

While it has firmly espoused the functionalist style, Desmond & Lord today is nonetheless proud of its more historical past.

Sometimes monumental, sometimes derivative, but always richly endowed with continuing traditions, buildings such as the Maine State Capitol Building in Augusta (1909), the Fidelity Trust Co. in Portland, Maine (1909), and Boston's Parker House on the corner of Tremont & School Streets (1927) are still very much in the public eye and widely appreciated. Their strength lies in the unity and the adaptability of their structures. The Parker House is, for example, as successful an enterprise today as it has ever been and has undergone adaptive reconstruction only for purposes of modernizing its hotel and catering functions.

In the Boston Metropolitan area, besides the Parker House there are numerous other buildings and structures which identify the firm with an architectural philosophy that is as laudable today as it was when they were built, namely that whatever its particular aesthetic a building must fit well into its context. Few would disagree that the Georgian interiors of the Parker House suit Boston. By the same token, the restrained rustication of the Western Avenue Bridge (1924) over the Charles River near Harvard, melds well with that historic area, whereas the Suffolk County Court House (1939) in Pemberton posed a difficult problem of balance: the building had to be functionally efficient as well, rising 25 stories high adjacent to the existing French



State Capitol, Augusta, Me.

1909

Renaissance-styled courthouse the new structure nonetheless assumes a quiet dignity that doesn't compete with its heavily adorned neighbor.

Indeed Desmond & Lord has throughout its 65 year history been a master of the appropriate gesture: grandiose when there was a need for ceremonial space; austere when the program called for economy or the building type precluded ostentation; and inventive when structural or engineering problems required original solutions.



Fidelity Building, Portland, Me.

1909

While the decades after WW II were unmarked by any great building activity in the Firm, an important change took place. The original partners gradually withdrew, and in 1958 Desmond & Lord converted from a partnership to a corporation. Within only a few years, the Firm entered into its first contract for the Massachusetts Port Authority and with it began a long and fruitful relationship that has taken Logan International from an obscure facility to the world's 8th busiest airport. This period established Desmond & Lord as one of the city's busiest and best known firms.

#### PHILOSOPHY AND PROJECT APPROACH

Desmond & Lord is a full-service architectural organization. the philosophy and practice of the firm is simple: design must not only meet functional requirements, but also fully reflect human needs and values.

In general, the architect begins by analyzing all the interdependent variables of a project. Desmond & Lord believes that this role should, if possible, be introduced early in the planning or programming process. If this is not the case, the client will miss an opportunity to work with the architect's interdisciplinary team of professionals who can help define goals and provide direction. Often such early participation will allow design development to proceed more efficiently.

A process of optimization takes place as the architect and his client approach a design and planning solution. The client's functional requirements, aesthetic considerations, and such special concerns as site conditions,



building relationships, and image will all undergo close appraisal and reappraisal.

The building solution, must of course, be a worthwhile long-term investment. Overall budget constraints are usually defined early, then analyzed and later reviewed at various stages of the project's development. When time savings are paramount, the architect may recommend fast-track construction scheduling. The Architect will in any case analyze the efficiency and method of application of building materials and systems in terms of initial installation cost, ease of maintenance, energy conservation, and lifetime operating costs.

At Desmond & Lord, our staff of architects and planners is able to profit from the cumulative experience gained in the execution of a wide variety of projects. However, we offer no preconceived solutions. Instead we emphasize imaginative and flexible planning in the realization of programmed spaces which hopefully will be adaptable to changing functions and expanding human needs.

#### STAFF ORGANIZATION

Based on the concept that project continuity is most easily achieved through a job-team approach, Desmond & Lord's organization consists of a project designer, project architect, and staff assignments for each individual job. At the outset of project planning, a senior member of the firm is appointed as principal-in-charge. He is responsible for project coordination, scheduling, and budgeting from contract date to completion. The principal-in-charge will be the client's major contact throughout Desmond & Lord's services.



Parker House, Boston

1927



Hyde Park Municipal Building

1921



DESMOND & LORD  
AWARDS

HONOR AWARD (1)

New England Regional Council AIA:  
Taunton Elementary School, 1970

HONOR AWARD (2)

New England Regional Council AIA:  
Group I Building, Southeastern  
Massachusetts University, 1970

AWARD OF MERIT (3)

New England Regional Council AIA:  
International Terminal  
Logan International Airport  
Boston, Massachusetts, 1977

HONORABLE MENTION

BBC Design Competition, Mass.  
Hospital School, Canton, Mass., 1976

CERTIFICATE OF DESIGN EXCELLENCE (4)

Print Casebooks 2  
Logan Airport Signing, 1977

AWARD OF EXCELLENCE (3)

AISC, American Institute of Steel  
Construction, 1977  
John A. Volpe International Terminal

HONORABLE MENTION, CLASS A (5)

AISC, American Institute of Steel  
Construction  
Fore-River Bridge, Quincy, Mass.



SOUTHEASTERN MASSACHUSETTS UNIVERSITY  
North Dartmouth, Massachusetts  
Desmond & Lord, Inc.



PROJECTS OF  
JOHN CARL WARNECKE/DESMOND & LORD

CONTROL TOWER                      1974  
AND GARAGE EXPANSION              1973  
LOGAN INTERNATIONAL AIRPORT  
EAST BOSTON, MASSACHUSETTS



The new control tower at the Boston Logan International Airport, standing 270 feet high, is the tallest control tower in the world. It consists of two 21 story elliptical concrete shafts which stand 30 feet apart and are joined from the 16th to the 21st floor by plate girders and trusses. These support floors house FAA and police facilities, mechanical equipment, public restaurants and an observation floor.

The concrete shafts are 250 feet in height, but the glass enclosed control tower at the top brings the total height of the structure to 270 feet. The north shaft encloses two elevators and the south shaft houses a number of mechanical and electrical rooms. Both shafts have metal staircases and at the eighth floor a bridge between shafts is connected via a covered pedestrian passage with the existing tower and terminal complex.

Exterior finish materials are cast-in-place concrete and with porcelain panels, dark anodized aluminum frames and bronze glass.

Logan's central parking facility is in a pivotal location in the airport's master plan. It is at the focus of the inner "ring road" which feeds the airline terminals from South Terminal to North Terminal. Corner stair towers and elevated pedestrian bridges connect the garage with the various terminals. The twin pylons of the airport control tower are also tied into the garage.

The building structure is basically a flat tray with interior ramps between floors. The floors are built up of precast double-tees or "pi" beams with electrical and plumbing services integrated between the tee stems.

Client:	Massachusetts Port Authority
Location:	Boston, Massachusetts
Project Cost:	\$6,900,000 (Control Tower)
	\$5,800,000 (Garage)





CONTROL TOWER - LOGAN INTERNATIONAL AIRPORT  
Boston, Massachusetts  
John Carl Warnerke/Desmond & Lord, Inc.





PROJECTS OF  
JOHN CARL WARNECKE/DESMOND & LORD, INC.

SOUTH TERMINAL COMPLEX 1976  
LOGAN INTERNATIONAL AIRPORT  
BOSTON, MASSACHUSETTS

Certificate of Design Excellence  
1977 Print Casebooks 2



The first phase of this project for Massport, American, Allegheny, National and Northwest Airlines, opened in October 1975 and the entire project was completed by the end of 1976. The design concept is to bring vehicles right out into the landing field as close to the appropriate airline gates as possible, and even to park them there when they are owner-driven.

The terminals include 450,000 S.F. of floor area, 2400 lineal feet of curb land on the enplaning and deplaning levels to serve the 29 gate positions. The narrow concourses flanking the garage are only 70 feet wide and stretch 625 feet and 1,175 feet respectively as minimal buffers between planes and vehicles. More than many good sized airports, the parking garage has an area of 800,000 S.F. and a capacity of 2,700 cars. The roadways traverse garage and terminal areas, and match the appearance of existing roadways.

In order to qualify as separate buildings, the garage and passenger facilities are divided by 30 foot wide wells that are bridged at each level. These wells bring natural light and spatial interest to the interior link between the three building elements and help create a surprisingly intimate scale for such a large terminal.

The Project involved multiple contracts, maintenance and construction of interim facilities, analysis of project effect on airport ground transportation systems, and schedule and cost control. The project was completed below the budgeted cost of \$45,000,000. Working drawings for the project were completed in 3½ months, which enabled the Owner to take advantage of depressed construction and bond markets.

Client:	Massachusetts Port Authority
Cost:	\$40,000,000





SOUTH TERMINAL - LOGAN INTERNATIONAL AIRPORT  
Boston, Massachusetts  
John Carl Warnecke/Desmond & Lord, Inc.







**13**

**GEORGE B.H. MACCOMBER COMPANY**





# GEORGE B. H. MACOMBER COMPANY BUILDERS

## HISTORY AND BACKGROUND

The history and background of the George B. H. Macomber Company as master builders is one of providing ingenuity and expertise to integrate the economic restraints of the owner with the aesthetics of the architect.

Established in 1904 with the construction of the Post Office Square Building at 79 Milk Street, Boston, Massachusetts which was one of the first structural steel buildings in the United States, the George B. H. Macomber Company has progressed into the 1970's using the prefabricated components of breakthrough designs for constructing thousands of units of multiple housing. It is presently restoring the historically famous Boston Faneuil Hall Market place.

The employment by the George B. H. Macomber Company of personnel that can develop imaginative and sophisticated construction techniques has resulted in construction of many award winning architectural concrete buildings, buildings with innovative use of structural steel, and precast concrete designed by the leading architects in the United States including Louis I. Kahn, Eero Saarinen, Paul Rudolph, I. M. Pei & Partners, The Architects Collaborative, Kallmann & McKinnell, and Benjamin Thompson.

Our leadership in the development of computer programs for cost control and scheduling has earned a reputation of meticulously kept budgets and jobs that are completed on schedule. This, in addition to insistence on quality workmanship, has resulted in the majority of the George B. H. Macomber Company work being built on a negotiated, construction management basis.





G E O R G E B . H . M A C O M B E R C O M P A N Y

BANK, BONDING & ARCHITECTURAL REFERENCES

JUNE 1, 1978

Bank Reference:

First National Bank of Boston  
100 Federal Street  
Boston, Massachusetts 02110

Bonding Reference:

The Travelers Indemnity Company  
Frank B. Hall & Company of Massachusetts, Inc.  
89 Broad Street  
Boston, Massachusetts 02110

Architectural References:

I. M. Pei & Partners  
600 Madison Avenue  
New York, New York 10022

Hugh Stubins & Associates, Inc.  
1033 Massachusetts Avenue  
Cambridge, Massachusetts

Caudill, Rowlett & Scott  
299 Park Avenue  
New York, New York 10017

Caudill, Rowlett & Scott  
1111 West Loop South  
Houston, Texas 77027

Paul Rudolph, A.I.A.  
54 West 57th Street  
New York, New York 10019

Edward L. Barnes & Associates  
300 York Street  
New Haven, Connecticut 06511

Perry, Dean Partners  
31 Saint James Avenue  
Boston, Massachusetts

The Architects Collaborative  
46 Brattle Street  
Cambridge, Massachusetts

Benjamin Thompson & Associates  
1 Story Street  
Cambridge, Massachusetts

G E O R G E B . H . M A C O M B E R C O M P A N Y

OWNER REFERENCES

<u>Name</u>	<u>Volume of Work Completed</u>
Yale University New Haven, Connecticut	\$67,583,753.
The Choate School Wallingford, Connecticut	13,540,000.
North West Industrial Park Burlington, Massachusetts	25,000,000.
Boston Arkwright Insurance Company Waltham, Massachusetts	9,000,000.
Woods Hole Oceanographic Institute Woods Hole, Massachusetts	8,000,000.
Faulkner Hospital Jamaica Plain, Massachusetts	2,100,000.
Houghton-Mifflin Company Boston, Massachusetts	2,500,000.
Amherst College Amherst, Massachusetts	3,000,000.
Massachusetts Institute of Technology Cambridge, Massachusetts	10,000,000.
Phillips Exeter Academy Exeter, New Hampshire	8,000,000.
Eaglebrook School Deerfield, Massachusetts	2,500,000.
N. E. Merchants National Bank Boston, Massachusetts	2,500,000.
Mount Holyoke College Mount Holyoke, Massachusetts	2,000,000.
Emma Willard School Troy, New York	2,000,000.
University Hospital Boston, Massachusetts	5,000,000.
Harvard Community Health Plan Cambridge, Massachusetts	5,000,000.
Suffolk-Franklin Savings Bank Boston, Massachusetts	1,500,000.

G E O R G E B. H. M A C O M B E R C O M P A N Y

OWNER REFERENCES (continued)

<u>Name</u>	<u>Volume of Work Completed</u>
Knapp Shoe Company Brockton, Massachusetts	\$ 2,900,000.
Massachusetts General Hospital Boston, Massachusetts	16,000,000.
Museum of Fine Arts Boston, Massachusetts	2,300,000.
N. E. Deaconess Hospital Boston, Massachusetts	8,000,000.
Episcopal Theological School Cambridge, Massachusetts	2,300,000.
Hotel Corporation of America Boston, Massachusetts	1,500,000.
Reed & Barton Silver Plant Taunton, Massachusetts	3,000,000.
Connecticut Medical Service New Haven, Connecticut	3,000,000.
N. E. Mutual Life Insurance Company Wakefield, Massachusetts	3,000,000
Lechmere Stores Danvers, Massachusetts	2,300,000.
Greater Boston Y.M.C.A. Boston, Massachusetts	3,500,000.
Wellesley College Wellesley, Massachusetts	19,000,000.
Colonnade Trust Boston, Massachusetts	6,000,000.
ABT Associates Cambridge, Massachusetts	2,100,000.
Cambridge Corporation Cambridge, Massachusetts	1,850,000.
Moshassuck Medical Associates Providence, Rhode Island	2,500,000.
First and Second Church of Boston Boston, Massachusetts	2,400,000.



# G E O R G E B. H. M A C C O M B E R C O M P A N Y

## MAJOR PROJECTS COMPLETED IN THE PAST SEVEN YEARS

<u>Project</u>	<u>Owner</u>	<u>Architect</u>	<u>Contract Amount</u>	<u>Date</u>	<u>% of Work With Own Forces</u>
Paul Mellon Art Center	Yale University	Pellecchia & Meyers	\$9,500,000.	1976	45%
Choate Theatre Art Center	Choate School	I. M. Pei & Partners	5,000,000.	1972	55%
Rosemary Hall New Campus	Choate School	J. S. Polshek & Assoc.	6,000,000.	1971	42%
Cross Campus Library	Yale University	E. L. Barnes & Assoc.	4,200,000.	1971	48%
Pierson Sage Garage	Yale University	Francis J. Goldberg	2,000,000.	1974	52%
Museum of Fine Arts	Museum of Fine Arts	Hugh Stubbins & Assoc.	3,000,000.	1970	47%
Colonade Hotel	The Colonnade Trust	I. Salsberg & Assoc.	5,600,000.	1971	36%
First & Second Church	First & Second Church of Boston	Paul Rudolph	2,073,000.	1971	43%
Woods Hole Oceanography Quisset Campus	Woods Hole Oceanography Institute	Walker O. Cain, Assoc.	6,300,000.	1974	48%
Wellesley Library	Wellesley College	Shepley, Bulfinch, Richardson & Abbott	5,000,000.	1975	30%
235 Wyman Street	Boston Arkwright	Orr, deCossy & Winder	2,600,000.	1970	32%
610 Lincoln Street	Boston Arkwright	Orr, deCossy & Winder	2,490,000.	1970	33%
Central Facilities Bldg.	Hotchkiss School	Hugh Stubbins & Assoc.	3,200,000.	1970	37%
Cancer Research Center	Mass. Institute of Technology	Goody & Clancy Assoc.	4,250,000.	1974	30%
New Athletic Facility	Phillips Exeter Academy	Kallmann & McKinnell	5,500,000.	1970	40%
Medical Office Building	University Hospital	Steffian-Bradley Assoc.	5,000,000.	1970	37%
Kenmore Square Facility	Harvard Community Health Plan	Steffian-Bradley Assoc.	2,000,000.	1973	40%
Cambridge Facility	Harvard Community Health Plan	Steffian-Bradley Assoc.	2,000,000.	1974	34%
Modular Apartments	Hercoform, Inc.	Paul Rudolph	900,000.	1971	33%
West Wing	Museum of Fine Arts	Hugh Stubbins & Assoc.	2,300,000.	1970	34%
TAC Home Office Building	The Architects Collaborative	The Architects Collaborative	950,000.	1970	32%

G E O R G E B. H. M A C O M B E R C O M P A N Y

MAJOR PROJECTS COMPLETED IN THE PAST SEVEN YEARS

(Continued)

<u>Project</u>	<u>Owner</u>	<u>Architect</u>	<u>Contract Amount</u>	<u>Date</u>	<u>% of Work With Own Forces</u>
Danvers Store	Lechmere Stores	Copeland, Novak & Israel	\$ 2,240,000.	1970	35%
New Office Building	ABT Associates	Imre & Anthony Halasz	1,084,850.	1974	27%
Medical Condominium Bldg.	Moshassuck Medical Associates	Steffian-Bradley Assoc.	2,500,000.	1971	32%
Riverside Park Office Bldg.	R. C. Fitzgerald	Steffian-Bradley Assoc.	1,431,800.	1971	37%
Apartment Building	One Water Street Associates	Steffian-Bradley Assoc.	3,190,000.	1972	37%
Apartment Building	Merrimack Plaza Assoc.	Steffian-Bradley Assoc.	9,575,955.	1973	33%
Apartment Buildings	Moshassuck Square Development Co.	William D. Warner, Arch.	2,242,822.	1973	35%
Parking Garage	Faulkner Hospital	Seelye, Stevenson, Value & Knecht	2,010,200.	1973	32%
Smith House Apartment Bldg.	Lower Roxbury Comm. Corporation	John Sharratt Assoc. & S. Glazer & Partners	2,856,500.	1973	32%
Haynes House Apartment Bldg.	Lower Roxbury Comm. Corporation	John Sharratt Assoc. & S. Glazer & Partners	3,530,000.	1974	35%
Apartments & Commercial	Chestnut Park Assoc.	Steffian-Bradley Assoc.	16,900,000.	1975	32%
Cancer Research Center	Mass. General Hospital	Perry Dean Partners	13,088,000.	1975	28%
New Hospital	Mass. Society for the Protection of Cruelty to Animals	Shepley, Bulfinch, Richardson & Abbott	4,500,000.	1975	35%
Manufacturing Building	North West Industrial Park	Charles McGuire Assoc.	1,534,000.	1975	32%
David W. Mann Company	North West Industrial Park - Building 33	Steffian-Bradley Assoc.	2,125,000.	1973	36%
Manufacturing Building	Inforex Company				

G E O R G E B. H. M A C O M B E R C O M P A N Y

MAJOR PROJECTS COMPLETED IN THE PAST SEVEN YEARS

(Continued)

<u>Project</u>	<u>Owner</u>	<u>Architect</u>	<u>Contract Amount</u>	<u>Date</u>	<u>% of Work With Own Forces</u>
Wellesley Science Building	Wellesley College	Perry, Dean Partners	\$14,500,000.	1976	35%
Hospital Addition & Alts.	Leonard Morse Hospital	Payette Associates, Inc.	3,989,938.	1976	25%
Quincy Market Building	Faneuil Hall Marketplace	Benjamin Thompson & Assoc.	4,582,795.	1976	30%
South Market Building	Faneuil Hall Marketplace	Benjamin Thompson & Assoc.	6,230,000.	1977	30%
Milford Jai Alai Auditorium	Dania Jai Alai of Conn.	Herbert S. Newman	9,000,000.	1977	30%
Falmouth Hospital Add'n.	Falmouth Hospital	Shepley, Bulfinch	2,324,000.	1977	25%
Cape Cod Hospital Add'n.	Cape Cod Hospital	Caudell, Rowlett & Scott	9,400,000.	1977	30%
Moshassuck Arcade Rest.	Mashassuck Arcade Co.	Steffian-Bradley Assoc.	3,000,000.	1977	25%
Hyatt Garage Alts. & Add'ns.	Hyatt Regency Hotel	Graham Gund Associates	1,235,000.	1977	25%
Alts. to Soft Contact Lens Division	American Optical	Frank L. Johnson	528,000.	1977	25%
Neville House	Mission Park Associates	John Sharratt Assoc., Inc. and Glazer, DeCastro, Vitols	5,600,000.	1977	35%
Duggan House	"	"	4,250,000.	1977	35%
Flynn House	"	"	3,000,000.	1977	35%
Garage	"	"	6,500,000.	1977	35%



G E O R G E B. H. M A C O M B E R C O M P A N Y

WORK IN PROGRESS

JUNE 1, 1978

<u>Project</u>	<u>Architect</u>	<u>Contract Amount</u>	<u>Percent Complete</u>	<u>Scheduled Completion</u>
North Market Building Faneuil Hall Marketplace	Benjamin Thompson & Assoc.	\$ 6,340,000.	60%	8/26/78
Mission Park Housing & Commercial	John Sharratt Assoc., Inc. & Samuel Glazer & Partners, Assoc.	18,945,726.	98%	7/01/78
Blackstone Housing Housing for Elderly	Douglas Haring & Assoc.	4,838,779.	95%	8/01/78
Symphony Towers, East Apartment Complex	Paul K. Y. Chen	6,153,602.	40%	9/01/78
Symphony Towers, West Apartment Complex	Paul K. Y. Chen	6,968,544.	40%	12/01/78
Moshassuck Arcade Restoration-Medical	Steffian-Bradley Assoc. Inc.	625,002.	40%	9/01/78
Rock Harbor Housing	Larkin, Glassman & Prager Assoc.	2,600,000.	10%	12/15/78
Anderson Park Housing	Donald Stull Assoc.	2,450,000.	10%	4/01/79
Softcon Plant Retrofit	David Johnson	950,000.	20%	10/01/78
Grasshopper Restaurant	Benjamin Thompson & Associates	700,000.	0%	11/30/78
Healthworks, Inc.	Walker Group	<u>250,000.</u>	5%	8/25/78
		\$50,821,653.		





THE COLONNADE HOTEL  
Boston, Massachusetts  
George B. H. Macomber Company





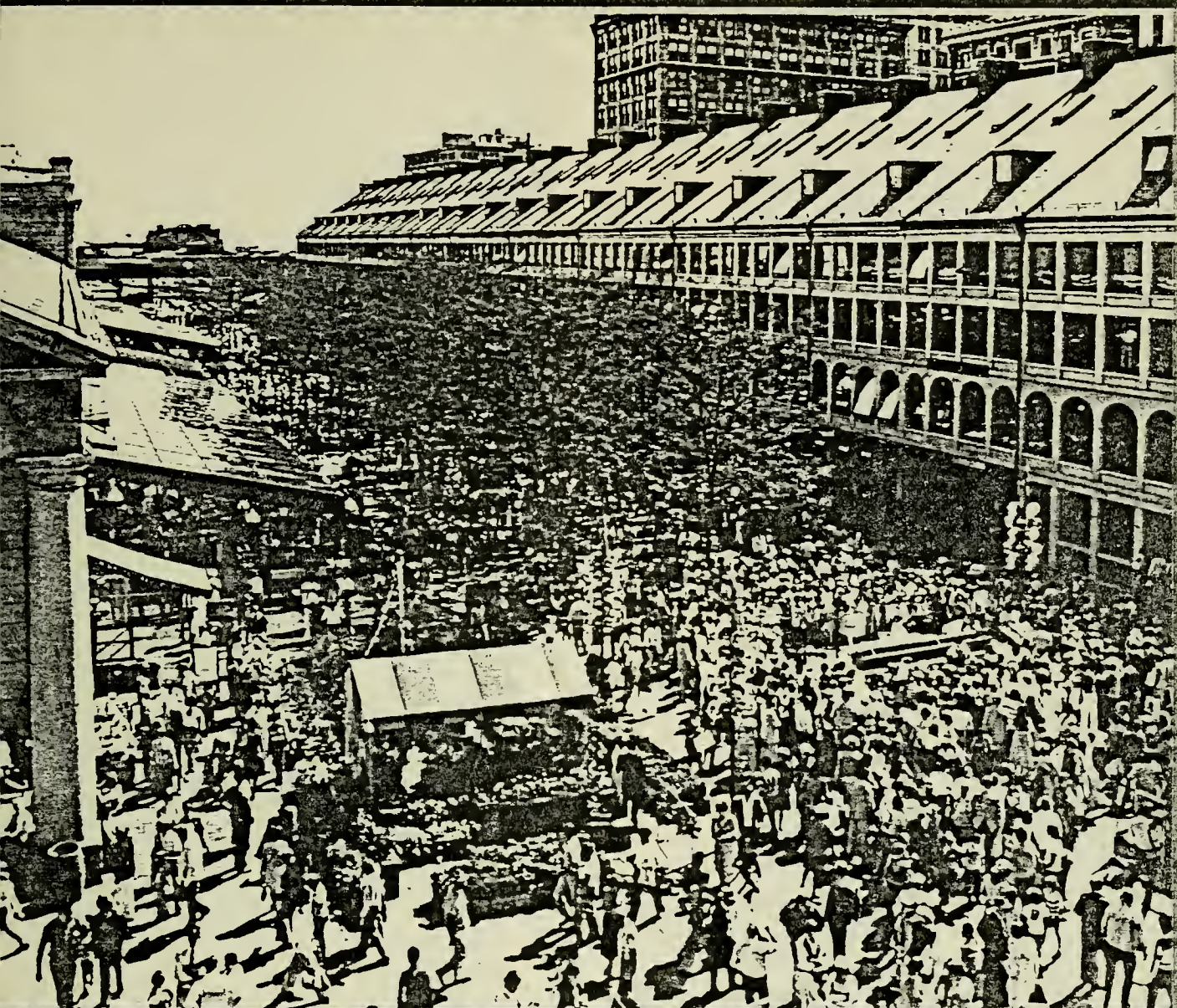




HILTON HOTEL - LOGAN INTERNATIONAL AIRPORT  
Boston, Massachusetts  
George B. H. Macomber Company





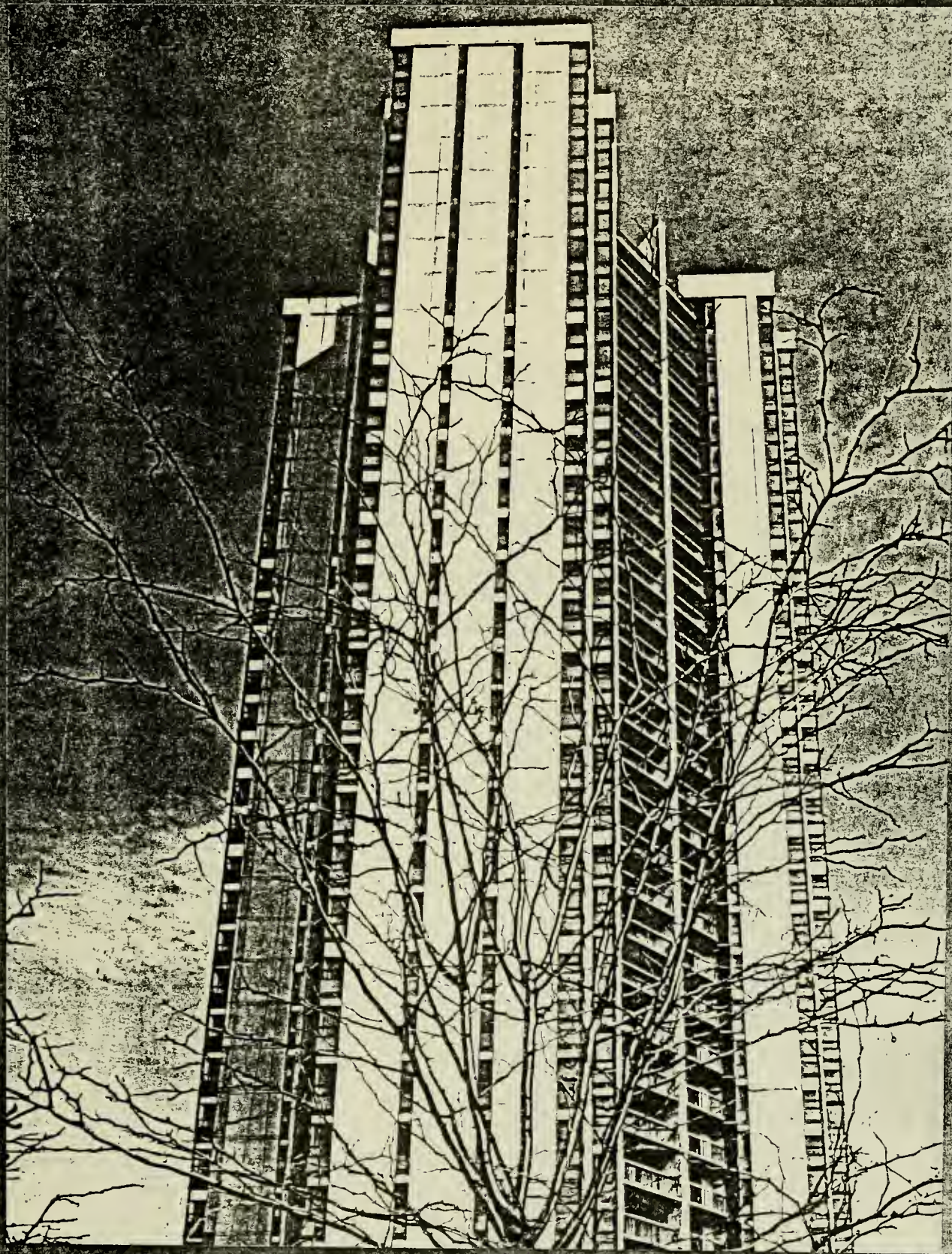


FANEUIL HALL MARKETPLACE  
Boston, Massachusetts  
George H. H. Macomber Company







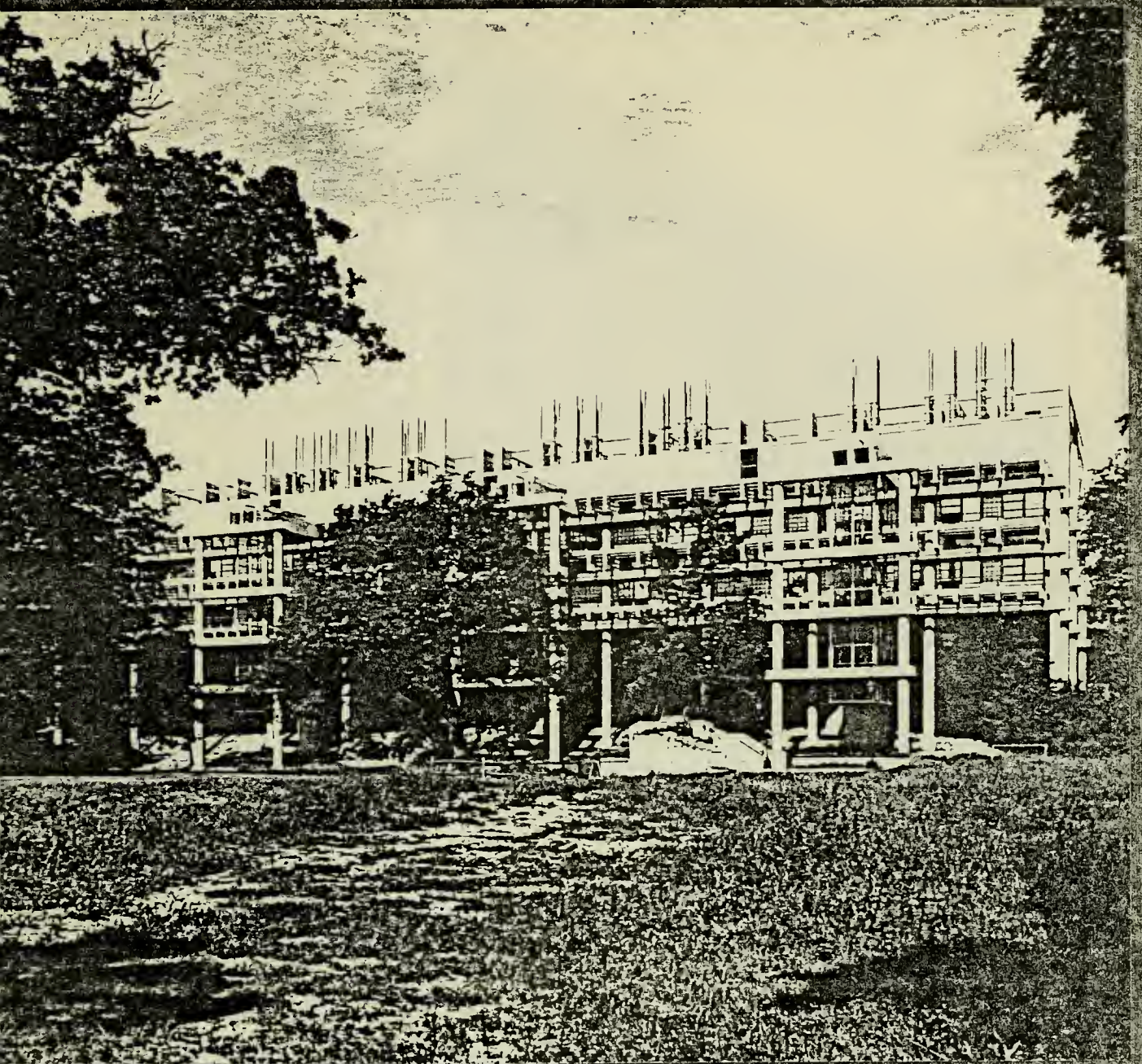


CHESTNUT PARK  
Springfield, Massachusetts  
George B. H. Macomber Company







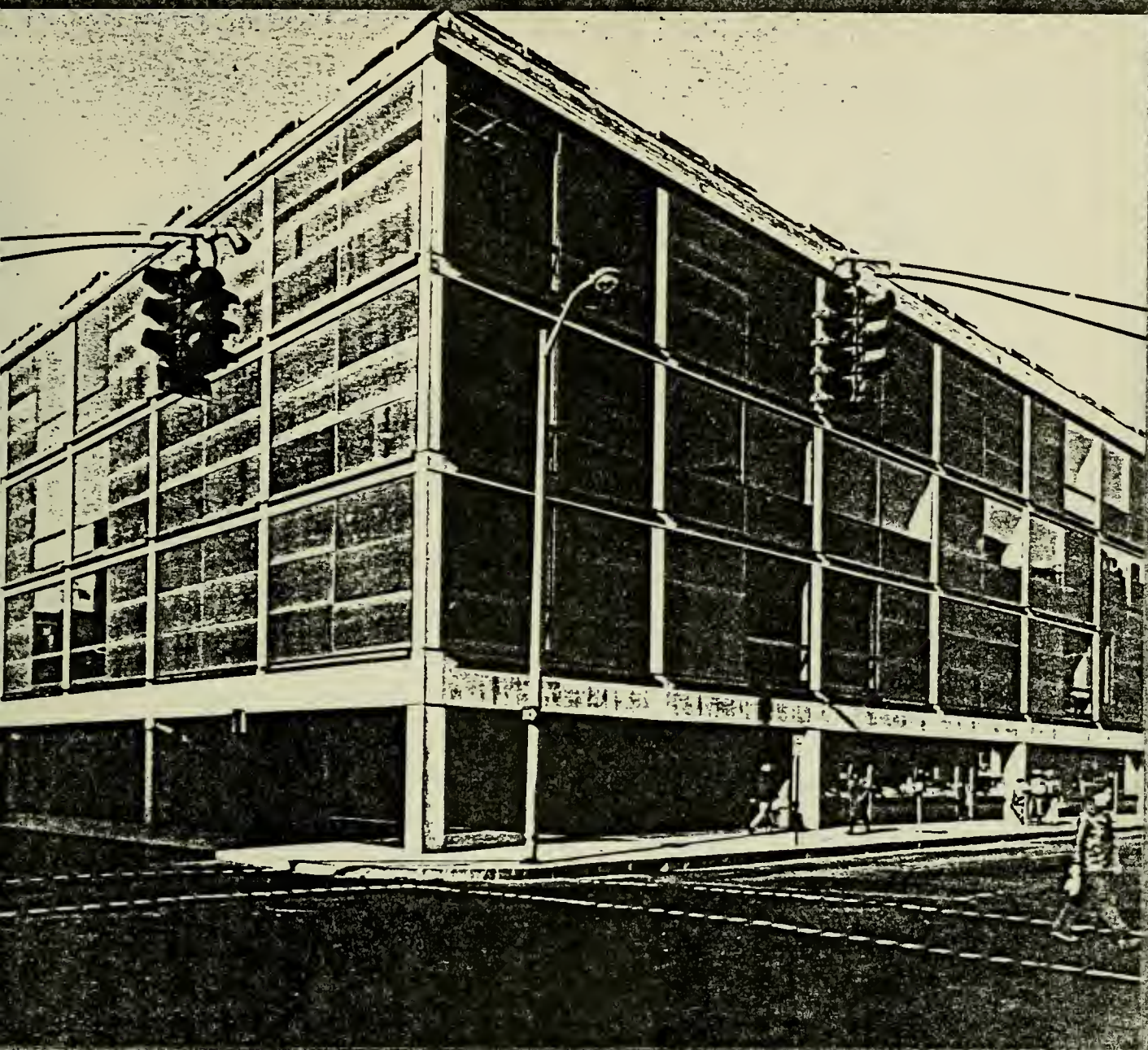


WELLESLEY COLLEGE - SCIENCE BUILDING  
Wellesley, Massachusetts  
George B. K. Maromber Company









THE CENTER FOR BRITISH ART - YALE UNIVERSITY  
New Haven, Connecticut  
George B. H. Macomber Company









JAI ALAI FRONTON  
Milford, Connecticut  
George B. H. Macomber Company







# 14

## CONSTRUCTION MANAGEMENT





WHY USE CONSTRUCTION MANAGEMENT?

The Owner's interests are best served when he has available to him, from the very conception of a project, the services of a Construction Manager. The Construction Manager's knowledge and experience are of particular value to the Owner in the following areas:

1. During the planning and design, the Construction Manager provides the Owner with reliable information about probable costs and schedules. This may be for alternate design schemes, alternate financing requirements, or alternate government regulations.
2. The Construction Manager can start construction and order long-delivery material items before the total design is completed; thus allowing the Owner beneficial use of the project at the earliest possible date.
3. The Architect/Engineer and the Construction Manager can engage in value analyses of alternative design and construction procedures from the early stages of design development. These analyses will enable the Architect/Engineer to make major design decisions based upon accurate information relative to cost and time, as well as to functional and aesthetic considerations.
4. The Construction Manager assures the Owner of a better result from the best characteristics of competitive bidding carefully supervised and analyzed.



WHAT WILL GEORGE B. H. MACOMBER COMPANY  
AS A CONSTRUCTION MANAGER  
DO DURING THE PLANNING AND DESIGN PHASES?

MACOMBER provides a wide range of professional services during both these phases. Specific assignments include the following:

1. MACOMBER will consult with, advise, assist and make recommendations to the Owner and Architect/Engineer on all aspects of planning for the project construction.
2. MACOMBER will review the Architectural, Civil, Mechanical, Electrical and Structural Plans and Specifications as they are being developed, and advise and make recommendations with respect to such factors as construction feasibility, possible economies, availability of materials and labor, time requirements for procurement and construction, and projected costs. MACOMBER will assist in the coordination of all sections of the drawings and specifications, without, however, assuming any of the Architect/Engineer's normal responsibilities for design.
3. MACOMBER will consult with the Owner, the Architect and Federal and local Government Agencies, as required by the Owner or Architect.
4. MACOMBER will prepare a budget estimate at the preliminary stage of development. MACOMBER will continue to review and refine these estimates, as the development of the plans and specifications proceeds, and will advise the Owner and the Architect/Engineer if it appears that the budgeted targets for project cost and/or completion will not be met. MACOMBER will prepare a final cost estimate when plans and specifications are complete. MACOMBER will execute a Guaranteed Upset Price Contract based upon these estimates.
5. MACOMBER will recommend for purchase and expedite the procurement of long-lead items to ensure their delivery by the required dates.
6. MACOMBER will make recommendations to the Owner and the Architect/Engineer regarding the division of work in the plans and specifications to facilitate the bidding and awarding of trade contracts, taking into consideration such factors as time of performance, availability of labor, overlapping trade jurisdictions, provisions for temporary facilities, and so forth.
7. MACOMBER will review plans and specifications with the Architect/Engineer to eliminate areas of conflict and overlapping in the work to be performed by the various trade contractors.

8. At an early stage in the project, MACOMBER will prepare a progress schedule for all project activities by the Owner, Architect/Engineer, trade contractors and himself. MACOMBER will closely monitor the schedule during both the design and construction phases of the project and be responsible for providing all parties with periodic reports as to the status of the work with respect to the project schedule.
9. MACOMBER will prepare and periodically update the cash out-flow requirements for the entire project.
10. MACOMBER will prepare a detailed Affirmative Action Plan for implementation of Equal Employment Opportunity on the project in close coordination with the Owner and local community and employer groups.

WHAT WILL GEORGE B. H. MACOMBER COMPANY  
AS A CONSTRUCTION MANAGER  
DO DURING THE CONSTRUCTION PHASE?

MACOMBER will assume responsibility for managing the project during construction.

1. As Working Drawings and Specifications are completed, MACOMBER will take final competitive bids on the various divisions of the work. MACOMBER will analyze the bids thus received, and submit recommendation for award to the Architect/Engineer and Owner for approval. MACOMBER will award trade contracts, supervise and control the award of the contracts, the execution of the contracts, and the payments on account of the work performed on the contracts for all Subcontractors.
2. MACOMBER will maintain a competent full-time supervisory staff at the job site to coordinate and provide general direction of the work and progress of the trade contractors on the project.
3. MACOMBER will inspect the work as it is being performed, until final completion and acceptance by the Owners, to assure that the materials furnished and work performed are in accordance with working drawings and specifications.
4. At an early stage in the project, MACOMBER will prepare a progress schedule for all project activities by the Owner, Architect/Engineer, trade contractors and himself. MACOMBER will closely monitor the schedule during both the design and construction phases of the project and be responsible for providing all parties with periodic reports as to the status of the work with respect to the project schedule.
5. MACOMBER will consult with the Owner, the Architect and all Federal and local Government Agencies, and assist in the performance of requirements of these agencies, as required by the Owner or Architect.
6. MACOMBER will consult with the Owner and the Architect and all financing agencies, as required by the financing provisions entered into by the Owner. MACOMBER will prepare all necessary reports and data for the financing agencies.
7. MACOMBER will prepare and periodically update the cash out-flow requirements for the entire project.
8. MACOMBER will establish on-site organization and lines of authority in order to carry out the overall plans of the Construction Team.
9. MACOMBER will establish procedures for coordination among the Owner, Architect/Engineer, trade contractors and Construction Manager with respect to all aspects of the project and implement such procedures.



10. In cooperation with the Architect/Engineer, MACOMBER will establish and implement procedures to be followed for expediting and processing all shop drawings, catalogs, and other project papers.
11. MACOMBER will be responsible for the establishment of effective programs relating to safety, job site records, labor relations, and progress reports.
12. MACOMBER will implement and supervise a detailed Affirmative Action Plan for implementation of Equal Employment Opportunity on the project in close coordination with the Owner and local community and employer groups.
13. MACOMBER will review and process all applications for payment by involved trade contractors and material suppliers in accordance with the terms of the contract.
14. MACOMBER will make recommendations for and process requests for changes in the work and maintain records of change orders.
15. MACOMBER will furnish either with his own forces or others all General Conditions items as required.
16. MACOMBER will perform portions of the work with his own forces not readily purchased from trade subcontractors, if requested by the Owner to do so.
17. MACOMBER will schedule and conduct job meetings to ensure the orderly progress of the work.
18. If desired, MACOMBER will provide data processing services as may be required.
19. MACOMBER will refer all questions relative to interpretation of design intent to the Architect/Engineer.

GEORGE B. H. MACOMBER COMPANY BUILDERS

RESUME

NAME: GEORGE MACOMBER

DATE OF BIRTH: July 7, 1927

EDUCATION: Massachusetts Institute of Technology - BSME - 1948  
Newton High School - 1944  
Eaglebrook School - 1940

EXPERIENCE: GEORGE B. H. MACOMBER COMPANY

1946-48 Fire Insurance Appraisals  
1949-52 Detailer, Assistant Project Manager  
Shopper's World, Framingham  
Design Lab, Yale University  
Memorial Hospital, No. Conway, N. H.

1952-56 Project Manager  
Northwest Industrial Park  
Hayden Recreation Center  
New England Merchants National Bank  
Wildcat Mountain

WILDCAT MOUNTAIN CORPORATION

1957-60 General Manager and President

1960-Present GEORGE B. H. MACOMBER COMPANY  
President and Director

POSITIONS HELD:

President & Director: George B. H. Macomber Company  
President & Treasurer: Hamilton Construction Company  
Director: Emerson Hospital  
Director: Robert Breck Brigham Hospital  
Director: Boston Architectural Center  
Director: The Cornu Corporation  
Director: Wildcat Mountain Corporation  
Trustee: Eaglebrook School  
Trustee: Eastern Parks Trust  
Trustee: Northwest Industrial Park Trust  
Trustee: Judge Baker Guidance Center  
Corporator: Home Savings Bank  
Chairman: Affiliated Hospital Center - Building Committee Chairman

PERSONAL: United States Olympic Ski Team - 1948-1952  
Member - NATIONAL SKI HALL OF FAME  
Member - Young President's Organization - 1960-1977

February, 1978

89 BRIGHTON AVENUE, BOSTON, MASSACHUSETTS 02134 (617) 254-1360



# GEORGE B. H. MACOMBER COMPANY BUILDERS

## RESUME

NAME KENNETH F. LEACH

DATE OF BIRTH: August 19, 1920

EDUCATION: Tufts University  
BSCE - 1944

### EXPERIENCE:

#### GEORGE A. FULLER COMPANY

1946-49 Field Engineer  
1949-58 Superintendent  
1958-65 General Superintendent  
1965-66 Construction Manager (Boston Office)  
1966-69 Vice President (Boston Office)

#### GEORGE B. H. MACOMBER COMPANY

1969-Present Vice President, Construction Manager (Boston Office), Director

### SOME OF THE PROJECTS

#### ASSOCIATED WITH:

Harvard University - Cambridge, Massachusetts  
Lamont Library  
Gordon McKay Science Building  
Leverett House Towers  
Carpenter Center for Visual Arts  
Loeb Drama Center  
Countway Library of Medicine  
Wellesley College - Wellesley, Massachusetts  
Bates Freeman Hall  
College Library  
Jewett Art and Music Building  
Bowdoin College - Brunswick, Maine  
Senior Center Building  
New England Mutual Life Insurance Company  
100 Memorial Drive - Eastgate Apartments  
Brandeis University - Science Center Complex  
Cambridge City Hospital - Reconstruction Program  
Mt. Anthony Union High School - Bennington, Vt.  
Pittsfield Co-operative Bank - Pittsfield, Mass.  
The Architect's Collaborative Office Building  
Cambridge, Massachusetts  
Magnetic Tape Facility - Computron, Inc.  
Bedford, Massachusetts  
Pomfret School - Pomfret, Connecticut  
Loomis School - Windsor, Connecticut  
Cancer Research, Mass. General Hospital





GEORGE B. H. MACOMBER COMPANY BUILDERS

RESUME

NAME: NORMAN I. WHITING  
DATE OF BIRTH: June 23, 1927  
EDUCATION: University of Maine  
BS

EXPERIENCE:

GEORGE A. FULLER COMPANY

1967-68 Assistant to Chief Estimator

Berkshire County Savings Bank  
Twin Theater for Loews  
Boston Food Market  
Building N-1 and N-3 Polaroid  
Addition & Alterations to Deaconess Hospital  
Loomis School Library  
Harvard Executive Development Building  
McCollum Center & Electrical Substation  
Laboratory Addition for Raytheon  
Katharine Brush Library, Loomis Institute  
Auditorium, Harvard Business School  
Refectory, Loomis School  
Alterations Computron, Inc.  
Clark Science Center Addition, Loomis School

1968-69 Project Manager

Executive Development Building  
Graduate School of Business Administration  
Harvard College - Allston, Mass.

McCollum Center & Electrical Substation  
Graduate School of Business Administration  
Harvard College - Allston, Mass.

Dispatch Control Center & Substation Building  
MBTA - Boston, Mass.

1969-Present GEORGE B. H. MACOMBER COMPANY  
Chief Estimator



BOSTON HOTEL AT THE GARDEN  
OUTLINE SCOPE DESCRIPTION  
GEORGE B. H. MACOMBER COMPANY  
JUNE 23, 1978

SITE

Demolition of existing buildings will be performed by others.

Water, sanitary and storm services are assumed to be adjacent to the site.

Excavation, backfilling and filling as required for below grade construction and site development.

Site development to include new drives and curbs, brick and/or concrete sidewalks and plazas, planters and landscaping. Roof terraces to receive treatment similar to plazas on grade except that masonry or precast concrete paving will be used. Allowance of \$75,000 for all work except sidewalks and roof terraces.

FOUNDATIONS

Suitable bearing assumed at design elevations.

Water assumed at approximately seven foot (7') below grade.

Partial sheeting of site to be included where required for embankment protection.

Open pumping to be included for water control.

Building assumed to be founded on a concrete mat at basement levels and piles at levels not extending below grade. Foundation mats and walls designed to resist uplift and water pressure.

SUPERSTRUCTURE

Parking, first floor (grade), public, and ballroom levels to be two-way concrete joist or flat slab framing system. Guest floors and roof to be prestressed concrete plank bearing on cross walls of reinforced masonry.

MASONRY

Building exterior to be waterstruck brick, with some articulation, and precast concrete or limestone wall caps. Concrete masonry units will be used for back-up of brick and for partitions in heavy-use areas. Reinforced masonry block bearing walls for plank floors above 3rd level.

PAGE TWO

Boston Hotel at the Garden

Outline Scope Description

George B. H. Macomber Company

June 23, 1978

#### METALS

Metal pan egress stairs, stair rails, ladders, louvers and vents, expansion joints, and miscellaneous framing and support for mechanical and architectural items.

#### CARPENTRY

Roof blocking and framing for built-in items.

Wood window sills and closet shelf and pole in guest room closets. Formica counters in Employees Toilets.

All other architectural woodwork included with Owner's fixtures, furnishing and equipment.

#### MOISTURE PROTECTION

Roof to be IRMA System, using 3 1/2" of insulation, complete with flashings required at all roof penetrations and perimeter.

Terrace and underground roofs to be treated with liquid membrane and protection board.

Appropriate insulation to be provided in all exterior walls and soffits enclosing heated spaces, above ceilings under roof terraces, under slabs over parking areas and at perimeter of enclosed slabs on grade.

All floors and walls below anticipated water levels to be cement waterproofed. Walls above water to be dampproofed.

Exterior walls to be flashed at all horizontal supports and tops, and all penetrations caulked. Back-up block to be dampproofed.

Bay windows to have copper roofs on South elevation.

#### DOORS, WINDOWS AND GLASS

All door frames to be hollow metal.

Guest room entrance doors to be solid core wood with formica faces, rated as required. Bathroom doors to be hollow core wood, formica faced. Closet doors to be the same as bathroom doors except that sliding closet doors to be solid wood louvered.



PAGE THREE

Boston Hotel at the Garden

Outline Scope Description

George B. H. Macomber Company

June 23, 1978

DOORS, WINDOWS AND GLASS (Continued)

Doors in public spaces to be solid core wood, formica faced. All other doors in stairs and service areas to be hollow metal, rated as required.

Hardware to be "Top-of-the-line", heavy duty as required by door function and code requirements.

Overhead rolling grille to be provided at truck ramp entrance.

Folding partitions, 45 db sound rated, with wood face to be provided to subdivide ballroom.

Bay windows to be provided in Guest Rooms with fixed front light and double hung sidelights designed to permit window washing from the interior. Construction to be color anodized aluminum with tinted insulating glass.

All other windows and storefront to be color anodized aluminum with tinted insulating glass including "greenhouse" construction at restaurant area.

Glass doors to be provided at showers.

Full counter width and ceiling height mirror to be provided in all guest room bathrooms and public toilets. Dressing mirror to be provided in each guest room.

FINISHES

All interior partitions and enclosures to be steel stud and gypsum board construction of appropriate fire rating. Demising partitions and corridor walls to be 45 db sound rated. Steel furring and gypsum wall board on masonry bearing walls in finished areas.

Steel stud curtain wall construction with exterior gypsum sheathing to be provided at typical exterior walls.

Ceilings to be suspended gypsum board construction in corridors and simulated acoustic spray on concrete plank in rooms on typical guest room floors.

Acoustical ceilings to be linear aluminum, in public areas, aluminum tile in kitchens and mineral tile in public toilets and administration.

FINISHES (Continued)

Ceilings in service areas to be exposed concrete or simulated acoustic spray depending on occupancy.

Stucco soffits to be provided under exterior, exposed overhanging structure.

Bar floor and dance floor in ballroom to be wood block tile.

Floors in service areas to be vinyl asbestos with vinyl base or exposed concrete with hardener depending on occupancy.

Carpet and base for Guest Rooms, Public areas and Administration is included with owner's fixtures, furnishings and equipment.

Guest bathrooms to have ceramic tile walls at tubs and showers, ceramic tile floors and base and marble counters with backsplash, sidesplash and front.

Public and Employees toilets to have full height ceramic tile walls and ceramic tile floors, with marble counters in Public toilets, only.

Kitchen to have abrasive quarry tile floors and base and full height ceramic tile walls.

All Guest Rooms and Public spaces to be prime painted. All stairs, service areas and Administration to be finish painted. Finish painting of Guest Rooms and Public Spaces is included with Owner's fixtures, furnishings and equipment.

SPECIALTIES

Toilet compartments and screens in Public and Employees toilets.

Four wall mounted flagpoles.

Toilet accessories as required for all Guest Room baths and Public and Employees Toilets.

Vault door for security of Guests' valuables.

Dock equipment.

Parking equipment.

PAGE FIVE

Boston Hotel at the Garden

Outline Scope Description

George B. H. Macomber Company

June 23, 1978

CONVEYING SYSTEMS

Four, 3000 pound capacity, 500 fpm passenger elevators including \$10,000 each cab allowance, serving all Guest Room floors.

One, 3000 pound capacity, round, special passenger elevator serving lobby and function room levels.

One, 3000 pound capacity, 400 fpm service elevator, serving all Guest Room floors.

One, 4000 pound capacity freight elevator serving all Guest Room floors.

FIXTURES, FURNISHINGS, AND EQUIPMENT

The following is to be included with the owner's fixtures, furnishings, and equipment:

1. Finish painting and wall covering in Guest Rooms and Public Areas.
2. Carpet and base in Guest Room, Public Areas, and Administration.
3. Special wood trim and decoration in Public Areas.
4. Signs and graphics.
5. Curtains and drapes.
6. Furniture, including built-in window seats.
7. Service counters, public bars, Guest Room bars and reception counters.
8. Kitchen equipment and appliances including coolers and freezers.
9. Special lighting fixtures in Ballroom and Function Rooms.
10. Rubbish and garbage collection, compaction and storage systems.
11. Linen chutes (if required).

MISCELLANEOUS

Shop space to be provided as enclosed unfinished shell space, only, with mechanical and electrical capacity available.



PAGE SIX

Boston Hotel at the Garden

Outline Scope Description

George B. H. Macomber Company

June 23, 1978

ELECTRICAL SPECIFICATIONS

1. This contractor to pay all fees for permits etc.
2. All electrical work to be in strict conformance with Massachusetts Electrical Code and requirements of local wiring inspector.
3. Provide primary underground 13.8 KV electrical service from Boston Edison Co., lines to vault in Hotel. Boston Edison to provide 13.8 KV to 277/480 Volt transformers in vault and make all primary and secondary connections.
4. Provide a system of power distribution throughout building consisting of main switchboard 277/480 Volt panelboards, 120/208 Volt panelboards and necessary conduit and wire feeders to provide suitable power for light, HVAC, and all building systems.
5. Provide a 350 KVA diesel driven emergency generator on roof for source of emergency power in the event of normal power failure. Provide power distribution system so as to provide both normal and emergency power for elevator, stair lighting, corridor lighting, and various other required systems.
6. Provide empty conduit system into and throughout building for future wiring by N. E. Telephone Company of telephone system. Guest Rooms to have outlet in room and in bathrooms.
7. Provide lighting system for building complete:
  - a. Ballroom and function rooms to have decorative specialized architectural lighting controlled as required by dimmers.
  - b. Allow \$10,000 for specialized outside site lighting as required.
  - c. Provide normal lighting system for garage, administration areas, etc.
  - d. Provide required lighting system for restaurants and other public areas in keeping with architectural concepts.
  - e. Guest room lighting to include fixtures in vestibule and bathroom. Other lighting by lamps furnished by others.

Any special chandeliers for ballrooms or other areas are not included.

8. Provide master TV antenna system for all guest rooms and selected public spaces. Provide outlets for remote TV speaker in bathroom.
9. Provide central sound system with total paging coverage for hotel with speakers in corridors and throughout for paging announcements etc...

PAGE SEVEN

Boston Hotel at the Garden

Outline Scope Description

George B. H. Macomber Company

June 23, 1978

ELECTRICAL SPECIFICATIONS (Continued)

10. Provide convenience outlets throughout as required. In guest rooms provide outlets for lamps, TV, etc. Bathrooms to be equipped with ground fault outlet.
11. Provide fire alarm system complete in accordance with Boston Fire Dept. requirements including smoke and heat detectors, audio and visual alarms, and tie in to central sound system.
12. Provide a master label lighting protection system.
13. Provide wiring for kitchen equipment and specialized lighting system as required.
14. Provide power wiring for HVAC system. All motor starters to be furnished by others. All temperature control wiring by others.
15. Provide door security system and burglar alarm system with centrally located annunciator.
16. Provide wiring for special garage ticket control system as required.

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Boston Hotel at the Garden

Outline Scope Description

George B. H. Macomber Company

June 23, 1978

#### HVAC SPECIFICATIONS

The heating plant will include three oil fired, low pressure steam boilers of which one will be for summer operation, located on the roof.

Steam will be distributed to the kitchen make-up air units, heating and ventilating units in the lower levels, to the steam heated kitchen equipment and to a hot water converter. Hot water will circulate to the guest room vertical fan coil units, the public area, employees area and administration area HVAC units, to unit heaters and to baseboard radiation in some of the public spaces.

Air conditioning will be chilled water from two centrifugal machines. The chilled water will be circulated to the guest room vertical fan coil units and through the heating/cooling piping network to the HVAC units.

Same chilled water air-conditioning will be provided for the kitchen.

The guest room vertical fan coil units will be of the modified pipe configuration which means that hot water for heating will be supplied through both circuits in the winter, chilled water will be supplied through the same two circuits in the summer and one circuit of hot water with one circuit of chilled water will be available for spring and fall. This allows the guest to select wither heating or cooling during the intermediate seasons.

Ventilation of guest room toilets, the banquet room function rooms, public and employees toilets, the garage, two lower levels and kitchen exhaust systems are included. Smoke exhaust is also included.

Automatic temperature controls for all of the above equipment, sheetmetal ductwork, grilles and diffusers, insulation, piping, testing and balancing are also included.



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Boston Hotel at the Garden

Outline Scope Description

George B. H. Macomber Company

June 23, 1978

PLUMBING SPECIFICATIONS

All plumbing work will be done in compliance with all codes and in accordance with accepted industry practices.

Luxury fixtures will be used in all guest rooms.

Bath tub will be cast iron 5'-6" with Symmons S-96-2-X shower valve.

Presidential suites will have a bidet and shower.

Toilet rooms will be provided for all public and employee areas.

The scope will include but not limited to:

- a. Roof drainage system.
- b. Floor drains for garage parking.
- c. Roughin for kitchens.
- d. All pipe, fitting, valves and insulation for a complete hot and cold water system to all fixtures, including booster pump and hot water heaters.
- e. Complete sanitary waste and vent system.
- f. Complete natural gas system to boilers and gas fixtures in kitchens.

PAGE TEN

Boston Hotel at the Garden

Outline Scope Description

George B. H. Macomber Company

June 23, 1978

FIRE PROTECTION SYSTEM

1. The entire system shall be installed in accordance with full requirements of the Insurance Services Organization, NFPA, State Fire Marshall and all other agencies having jurisdiction. All equipment shall be UL listed.
2. Scope includes:
  - a. A wet pipe sprinkler system.
  - b. Alarm valves and connections.
  - c. Electric alarm gong and connections.
  - d. Water motor alarms and connections.
  - e. Gate valves, post indicator valves, Siamese connections.
  - f. Fire Standpipe System including cabinets, hose, etc.
  - g. Zone valves.
  - h. Fire pump, including controls, etc.
  - i. Dry pipe sprinkler for garage and unheated areas.



**15**

**HUD - 6004 FORM**





PLEASE NOTE: THERE IS NO PAGE 4.

PART I

HUD-6004  
(9-69)

REDEVELOPER'S STATEMENT FOR PUBLIC DISCLOSURE <sup>1</sup>

A. REDEVELOPER AND LAND

1. a.. Name of Redeveloper: Boston Plaza Hotel Associates

b. Address and ZIP Code of Redeveloper: c/o George B.H. Macomber Company  
89 Brighton Avenue  
Boston, Massachusetts 02134

c. IRS Number of Redeveloper:

Applied for  
2. The land on which the Redeveloper proposes to enter into a contract for, or understanding with respect to, the purchase or lease of land from

the Boston Redevelopment Authority

*(Name of Local Public Agency)*

in the Park Plaza Urban Renewal Project

*(Name of Urban Renewal or Redevelopment Project Area)*

in the City of Boston, State of Massachusetts,  
is described as follows<sup>2</sup>

The Hadassah/Charles sub-parcel of Parcel 1

3. If the Redeveloper is not an individual doing business under his own name, the Redeveloper has the status indicated below and is organized or operating under the laws of Massachusetts:

☐ A corporation.

☐ A nonprofit or charitable institution or corporation.

☒ A partnership known as Boston Plaza Hotel Associates

☐ A business association or a joint venture known as

☐ A Federal, State, or local government or instrumentality thereof.

☐ Other (explain)

4. If the Redeveloper is not an individual or a government agency or instrumentality, give date of organization.  
28 June 1978

5. Names, addresses, title of position (if any), and nature and extent of the interest of the officers and principal members, shareholders, and investors of the Redeveloper, other than a government agency or instrumentality, are set forth as follows:

<sup>1</sup> If space on this form is inadequate for any requested information, it should be furnished on an attached page which is referred to under the appropriate numbered item on the form.

<sup>2</sup> Any convenient means of identifying the land (such as block and lot numbers or street boundaries) is sufficient. A description by metes and bounds or other technical description is acceptable, but not required.

- a. If the Redeveloper is a corporation, the officers, directors or trustees, and each stockholder owning more than 10% of any class of stock<sup>1</sup>.
- b. If the Redeveloper is a nonprofit or charitable institution or corporation, the members who constitute board of trustees or board of directors or similar governing body.
- c. If the Redeveloper is a partnership, each partner, whether a general or limited partner, and either the percent of interest or a description of the character and extent of interest.
- d. If the Redeveloper is a business association or a joint venture, each participant and either the percent of interest or a description of the character and extent of interest.
- e. If the Redeveloper is some other entity, the officers, the members of the governing body, and each person having an interest of more than 10%.

NAME, ADDRESS, AND ZIP CODE	POSITION TITLE (if any) AND PERCENT OF INTEREST OR DESCRIPTION OF CHARACTER AND EXTENT OF INTEREST
George Macomber 89 Brighton Avenue Boston, Mass. 02134 General Partner*	50%
Melvin L. Cooper 180 Beacon Street Boston, Mass. 02116 Limited Partner*	40%
Lex Hotels, Inc. 745 Fifth Avenue New York, N.Y. 10022 Limited Partner*	10%

6. Name, address, and nature and extent of interest of each person or entity not named in response to Item 5 who has a beneficial interest in any of the shareholders or investors named in response to Item 5 who gives such person or entity more than a computed 10% interest in the Redeveloper (for example, more than 20% of the stock in a corporation which holds 50% of the stock of the Redeveloper, or more than 50% of the stock in a corporation which holds 20% of the stock of the Redeveloper).

NAME, ADDRESS, AND ZIP CODE	DESCRIPTION OF CHARACTER AND EXTENT OF INTEREST
-----------------------------	---

7. Names (if not given above) of officers and directors or trustees of any corporation or firm listed under Item 5 or Item 6 above:

see attached list marked Schedule A (Item 7)

## B RESIDENTIAL REDEVELOPMENT OR REHABILITATION

The Redeveloper is to furnish the following information, but only if land is to be redeveloped or rehabilitated in whole or in part for residential purposes:

<sup>1</sup> If a corporation is required to file periodic reports with the Federal Securities and Exchange Commission under Section 13 of the Securities Exchange Act of 1934, so state under this Item 5. In such case, the information referred to in this Item 5 and in Items 6 and 7 is not required to be furnished.

\* Subject to change and to admission of investor limited partners.



1. State the Redeveloper's estimates, exclusive of payment for the land, for:

- a. Total cost of any residential redevelopment. . . . . \$
- b. Cost per dwelling unit of any residential redevelopment. . . . . \$
- c. Total cost of any residential rehabilitation . . . . . \$
- d. Cost per dwelling unit of any residential rehabilitation . . . . . \$

2. a. State the Redeveloper's estimate of the average monthly rental (if to be rented) or average sale price (if to be sold) for each type and size of dwelling unit involved in such redevelopment or rehabilitation:

<u>TYPE AND SIZE OF DWELLING UNIT</u>	<u>ESTIMATED AVERAGE MONTHLY RENTAL</u>	<u>ESTIMATED AVERAGE SALE PRICE</u>
	\$	\$

b. State the utilities and parking facilities, if any, included in the foregoing estimates of rentals;

c. State equipment, such as refrigerators, washing machines, air conditioners, if any, included in the foregoing estimates of sales prices:

### CERTIFICATION

I (We) Boston Plaza Hotel Associates

certify that this Redeveloper's Statement for Public Disclosure is true and correct to the best of my (our) knowledge and belief.<sup>2</sup>

Dated: \_\_\_\_\_

Dated: 30 June 1978

George Macomber

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

General Partner

\_\_\_\_\_  
Title

\_\_\_\_\_  
Address and ZIP Code

89 Brighton Ave., Boston, Mass. 02134

\_\_\_\_\_  
Address and ZIP Code

<sup>1</sup> If the Redeveloper is an individual, this statement should be signed by such individual; if a partnership, by one of the partners; if a corporation or other entity, by one of its chief officers having knowledge of the facts required by this statement.

<sup>2</sup> Penalty for False Certification: Section 1001, Title 18, of the U.S. Code, provides a fine of not more than \$10,000 or imprisonment of not more than five years, or both, for knowingly and willfully making or using any false writing or document, knowing the same to contain any false, fictitious or fraudulent statement or entry in a matter within the jurisdiction of any Department of the United States.

## REDEVELOPER'S STATEMENT OF QUALIFICATIONS AND FINANCIAL RESPONSIBILITY

(For Confidential Official Use of the Local Public Agency and the Department of Housing and Urban Development. Do Not Transmit to HUD Unless Requested or Item 8b is Answered "Yes.")

1. a. Name of Redeveloper: Boston Plaza Hotel Associates
- b. Address and ZIP Code of Redeveloper: c/o George B.H. Macomber Company  
89 Brighton Avenue  
Boston, Massachusetts 02134
2. The land on which the Redeveloper proposes to enter into a contract for, or understanding with respect to, the purchase or lease of land from

the Boston Redevelopment Authority

(Name of Local Public Agency)

in the Park Plaza Urban Renewal Project

(Name of Urban Renewal or Redevelopment Project Area)

in the City of Boston, State of Massachusetts  
is described as follows:

The Hadassah/Charles sub-parcel of Parcel 1

3. Is the Redeveloper a subsidiary of or affiliated with any other corporation or corporations or any other firm or firms? ☒ YES ☐ NO  
If Yes, list each such corporation or firm by name and address, specify its relationship to the Redeveloper and identify the officers and directors or trustees common to the Redeveloper and such other corporation or firm. George B.H. Macomber Company, 89 Brighton Ave., Boston, MA 02134  
George Macomber, General Partner, is a shareholder, officer and director.  
Lex Service Group Limited, 17 Great Cumberland Place, London, England. Parent company of Lex Hotels, Inc.; Limited Partner
4. a. The financial condition of the Redeveloper, as of \*, 19    , is as reflected in the attached financial statement. \* No funds yet contributed.  
(NOTE: Attach to this statement a certified financial statement showing the assets and the liabilities, including contingent liabilities, fully itemized in accordance with accepted accounting standards and based on a proper audit. If the date of the certified financial statement precedes the date of this submission by more than six months, also attach an interim balance sheet not more than 60 days old.)
- b. Name and address of auditor or public accountant who performed the audit on which said financial statement is based:  
None
5. If funds for the development of the land are to be obtained from sources other than the Redeveloper's own funds, a statement of the Redeveloper's plan for financing the acquisition and development of the land:

See attached submission brochure

\*  
6. Sources and amount of cash available to Redeveloper to meet equity requirements of the proposed undertaking:

a. In banks:

NAME, ADDRESS, AND ZIP CODE OF BANK

AMOUNT

\* Financing to be accomplished by sale of equity interests, first real estate mortgage loan and subordinated loans as described in submission brochure.

\$

b. By loans from affiliated or associated corporations or firms:

NAME, ADDRESS, AND ZIP CODE OF SOURCE

AMOUNT

\$

c. By sale of readily salable assets:

DESCRIPTION

MARKET VALUE

MORTGAGES OR LIENS

\$

\$

7. Names and addresses of bank references:

First National Bank of Boston - Jamie Stewart, Vice President  
New England Merchants National Bank - Mary Kearney, Vice President

8. a. Has the Redeveloper or (if any) the parent corporation, or any subsidiary or affiliated corporation of the Redeveloper or said parent corporation, or any of the Redeveloper's officers or principal members, shareholders or investors, or other interested parties (as listed in the responses to Items 5, 6, and 7 of the Redeveloper's Statement for Public Disclosure and referred to herein as "principals of the Redeveloper") been adjudged bankrupt, either voluntary or involuntary, within the past 10 years? ☐ YES ☒ NO

If Yes, give date, place, and under what name.

- b. Has the Redeveloper or anyone referred to above as "principals of the Redeveloper" been indicted for or convicted of any felony within the past 10 years? ☐ YES ☒ NO

If Yes, give for each case (1) date, (2) charge, (3) place, (4) Court, and (5) action taken. Attach any explanation deemed necessary.

9. a. Undertakings, comparable to the proposed redevelopment work, which have been completed by the Redeveloper or any of the principals of the Redeveloper, including identification and brief description of each project and date of completion:

see section 13 of submission brochure



- b. If the Redeveloper or any of the principals of the Redeveloper has ever been an employee, in a supervisory capacity, for construction contractor or builder on undertakings comparable to the proposed redevelopment work, name of such employee, name and address of employer, title of position, and brief description of work:

see section 13 of submission brochure

10. Other federally aided urban renewal projects under Title I of the Housing Act of 1949, as amended, in which the Redeveloper or any of the principals of the Redeveloper is or has been the redeveloper, or a stockholder, officer, director or trustee, or partner of such a redeveloper:

see Schedule B attached

11. If the Redeveloper or a parent corporation, a subsidiary, an affiliate, or a principal of the Redeveloper is to participate in the development of the land as a construction contractor or builder:

- a. Name and address of such contractor or builder:

George B.H. Macomber Company  
89 Brighton Avenue  
Boston, Mass. 02134

- b. Has such contractor or builder within the last 10 years ever failed to qualify as a responsible bidder, refused to enter into a contract after an award has been made, or failed to complete a construction or development contract? ☐ YES ☒ NO

If Yes, explain:

- c. Total amount of construction or development work performed by such contractor or builder during the last three years: \$120,000,000.

General description of such work:

Buildings

- d. Construction contracts or developments now being performed by such contractor or builder:

IDENTIFICATION OF CONTRACT OR DEVELOPMENT	LOCATION	AMOUNT \$	DATE TO BE COMPLETED
--	----------	--------------	-------------------------

see section 13 of submission brochure

e. Outstanding construction-contract bids of such contractor or builder:

AWARDING AGENCY

AMOUNT

DATE OPENED

None

12. Brief statement respecting equipment, experience, financial capacity, and other resources available to such contractor or builder for the performance of the work involved in the redevelopment of the land, specifying particularly the qualifications of the personnel, the nature of the equipment, and the general experience of the contractor:

see section 13 of submission brochure

13. a. Does any member of the governing body of the Local Public Agency to which the accompanying bid or proposal is being made or any officer or employee of the Local Public Agency who exercises any functions or responsibilities in connection with the carrying out of the project under which the land covered by the Redeveloper's proposal is being made available, have any direct or indirect personal interest in the Redeveloper or in the redevelopment or rehabilitation of the property upon the basis of such proposal? ☐ YES ☒ NO

If Yes, explain.

- b. Does any member of the governing body of the locality in which the Urban Renewal Area is situated or any other public official of the locality, who exercises any functions or responsibilities in the review or approval of the carrying out of the project under which the land covered by the Redeveloper's proposal is being made available, have any direct or indirect personal interest in the Redeveloper or in the redevelopment or rehabilitation of the property upon the basis of such proposal? ☐ YES ☒ NO

If Yes, explain.

14. Statements and other evidence of the Redeveloper's qualifications and financial responsibility (other than the financial statement referred to in item 4a) are attached hereto and hereby made a part hereof as follows:

None

### CERTIFICATION

I (We) Boston Plaza Hotel Associates

certify that this Redeveloper's Statement of Qualifications and Financial Responsibility and the attached evidence of the Redeveloper's qualifications and financial responsibility, including financial statements, are true and correct to the best of my (our) knowledge and belief.<sup>2</sup>

Dated: \_\_\_\_\_

Dated: 30 June 1978

George Macomber

Signature

Signature

General Partner

Title

Title

89 Brighton Ave., Boston, Mass. 02134

Address and ZIP Code

Address and ZIP Code

- <sup>1</sup> If the Redeveloper is a corporation, this statement should be signed by the President and Secretary of the corporation; if an individual, by such individual; if a partnership, by one of the partners; if an entity not having a president and secretary, by one of its chief officers having knowledge of the financial status and qualifications of the Redeveloper.
- <sup>2</sup> Penalty for False Certification: Section 1001, Title 18, of the U.S. Code, provides a fine of not more than \$10,000 or imprisonment of not more than five years, or both, for knowingly and willfully making or using any false writing or document, knowing the same to contain any false, fictitious or fraudulent statement or entry in a matter within the jurisdiction of any Department

Schedule A

Item 7: Officers and Directors of corporations listed  
in Items 5 + 6

Lex Hotels, Inc.

Directors: Trevor E. Chinn  
Melvin L. Cooper  
Richard J.G. Archer  
Juergen Ladendorf  
Gilbert Black  
James E.M. Evans  
Harry R. Hauser

Officers: Richard J.G. Archer, President  
James E.M. Evans, Vice President,  
Treasurer and Assistant Secretary  
Ralph McNabb, Vice President, Controller  
and Assistant Treasurer  
J. Michael Worfolk, Vice President  
Harry R. Hauser, Secretary



Schedule B

Item 10:

- A.    1)    Beneficent Housing, Providence, Rhode Island  
            FHA # 016-35002 (NPR)
- 2)    Mission Park, Boston, Massachusetts  
            FHA # 023-35117 (PM-L8)
- 3)    Symphony Plaza East, Boston, Massachusetts  
            FHA # 023-35137 (PM)
- 4)    Symphony Plaza West, Boston, Massachusetts  
            FHA # 023-35138 (PM)
  
- B.    Principals of George B.H. Macomber Company  
            George Macomber, President  
            Kenneth F. Leach, Executive Vice President

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